

# Sales Management

THE MAGAZINE OF MARKETING



\$75,000,000 in export: The sun never sets on Caterpillar. See page 42.

ACME

**MORE ADVENTURES IN SHOPPING** • **GENERAL**  
**IC CREAM'S MILK CONCENTRATE IS A HIT IN**  
**BOSTON** • **IDEAS FOR YOUR NEXT CONVENTION**

A  
BILL  
BROTHERS  
PUBLICATION

FIFTY CENTS

APR. 1, 1951

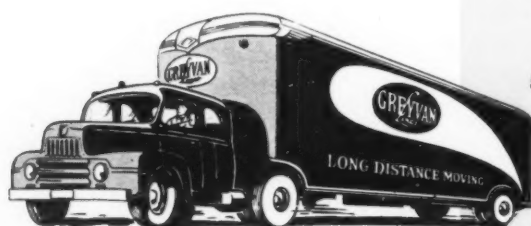


## *Repeat Business*

.....

*from thousands of satisfied  
shippers has made possible  
GREYVAN's exceptional growth in  
the long-distance moving business*

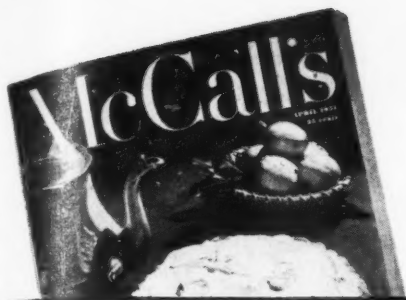
*Affiliated with Greyhound Lines*



OVER 400  
BRANCHES AND AGENTS

**GREYVAN**  
*Line*

57 WEST GRAND AVENUE  
CHICAGO 10, ILLINOIS

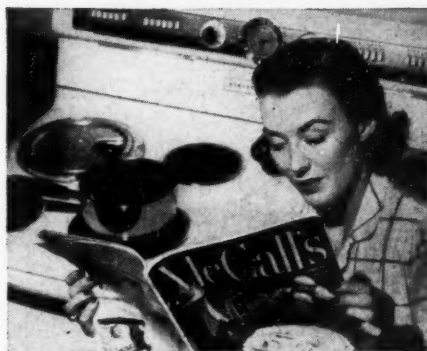


**GUIDED BUYING, a new  
and potent factor  
in national advertising...**

# McCall's

## **1. *through* service editorial...**

With major editorial emphasis on service material, McCall's acquaints its more than 4,000,000 women readers with the latest in food, fashion, furnishing, home appliances, health and beauty.



## **2. *through* high ad reading...**

With perfect balance in make-up between editorial and advertising pages, McCall's makes it easier for women to find your ad—wherever it appears in the book, from front to back.



## **3. *through* local promotion...**

By regular monthly promotions—including its extensively used mat service for local advertising tie-in—McCall's directs its more than 4,000,000 readers to your product at point of sale.

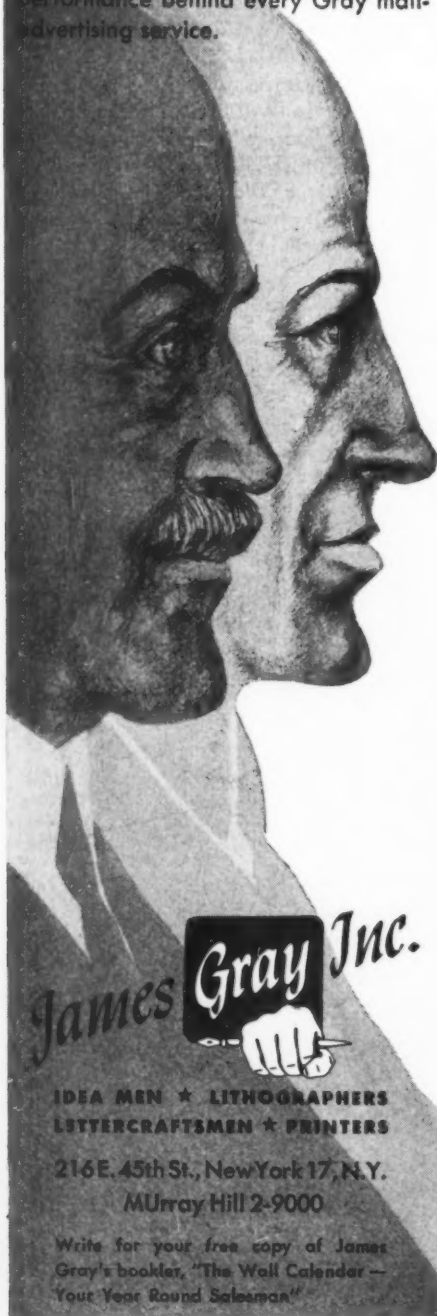


**influences the buying of 4,000,000 women**

## their thoughts took Wing

No flight of fancy, the dream of Orville and Wilbur Wright proved to the world the wisdom of planning before acting. Today, in down-to-earth business strategy, original thinking is an essential factor. In the preparation of direct advertising and promotional material, intelligent, practical ideas are the starting points for successful campaigns.

When you need an idea, expressed in powerful copy and dramatic visual appeal, with or without mechanical reproduction, call Gray. There's a two year reputation for faultless performance behind every Gray mail-advertising service.



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LETTERCRAFTSMEN ★ PRINTERS

216 E. 45th St., New York 17, N.Y.  
Murray Hill 2-9000

Write for your free copy of James Gray's booklet, "The Wall Calendar — Your Year Round Salesman"

# Sales Management

CONTENTS, APRIL 1, 1951

## CONVENTIONS

The Jaded Convention Audience:  
How to Make It Sit Up and Bark

Your meetings still talk themselves blue in the face? Still lack color? Pace? Surprise? If so, they need the salt and spice of better showmanship. Here's a grab-bag of ideas ..... 66

## EXECUTIVE TRAINING

How Brown-Forman's "Juniors" Are  
Qualifying Themselves for Promotion

All about the thinking of a group of younger executives who've taken the initiative in setting up a training routine to broaden understanding of the business. It provides an answer to the question: "Where shall we find tomorrow's executives?" 37

## EXPORT

\$75,000,000 in Export: The Sun  
Never Sets on Caterpillar

With a crew of only 25 overseas salesmen, Caterpillar Tractor covers the pampas, reaches into the deserts, the jungles, and the pineapple plantations. But their best salesmen are in the U. S. Army!

By J. Q. McDonald, Export Manager, Caterpillar Tractor Co. 42

## MARKET DEVELOPMENT

Why Fiberglas Tells Its Story  
With Man-in-the-Street Talk

A picture report on how Fiberglas applies the "tell it to Sweeney and Mrs. Astorbilt will understand too" philosophy to the sale of an industrial product. .... 48

Boston Samples Concentrated Milk:  
Will It Revolutionize Marketing?

Consumers are smacking their lips over General Ice Cream's —and Hood's—concentrated fluid milk. This is the first field report on tests now being run by the milk marketing giants. 58

## MARKETS

### Your Market's in the Army Now! Part II

To sell the Armed Forces exchanges you must first create a demand for your product. Why? Because exchanges want to stock only fast-moving merchandise, and goods that will return a profit—to be plowed back into welfare activities.

By Lawrence M. Hughes ..... 88

### Sales Ratings Board Forecasts: Record Civilian Sales in Second Quarter

The Board of Judges for Sales Management's exclusive Future Sales Ratings in over 100 industries anticipate that sales will be up 10% in value, of which 7% will represent a higher price level and 3% an increase in unit sales. .... 112

## MERCHANDISING

### Adventures in Shopping

Some manufacturers kid themselves into thinking they have consumer demand, when all they have is consumer acceptance. Here's what happened at the court of last resort to such branded products as Armour's Dash . . . Johnson's Wax . . . Kroehler furniture . . . and Waring mixers ..... 50

## SALESMANSHIP

### Toughest Sale I Remember I Had a Sale Up My Sleeve

By John O. Gantner, Sr., President, Gantner-of-California .. 97

## SALES POLICIES

### What's Behind the Admiral Story?

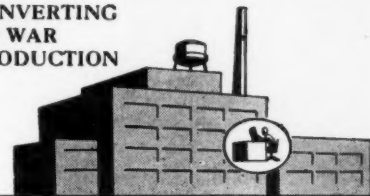
Sales hits \$230 million in 1950 . . . but just 16 years ago the Admiral Corp. had to collect cash in advance on its very first sale. How have manpower, merchandising, and advertising been brought together to serve the public's interest?  
By W. C. Johnson, Vice-President, Admiral Corp. .... 82

## DEPARTMENTS AND SERVICES

Advertisers' Index .....	115	Readers Service .....	86
Advertising .....	100	Scratch Pad .....	20
Comment .....	116	Shop Talk .....	80
Dear Editor .....	64	Significant Trends .....	35
High Spot Cities .....	104	They're in the News .....	40
The Human Side .....	8	Washington Bulletin Board ..	28
News Reel .....	15	Worth Writing For .....	114

## Product Information more vital now than ever!

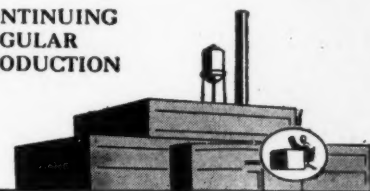
CONVERTING  
TO WAR  
PRODUCTION



Urgently checking IEN for  
up-to-the-minute information on

**EQUIPMENT  
PARTS  
MATERIALS**

CONTINUING  
REGULAR  
PRODUCTION



Urgently searching IEN for new and  
substitute sources of

**EQUIPMENT  
PARTS  
MATERIALS**



Both need product information now  
more than ever! Both depend on In-  
dustrial Equipment News as indus-  
try's original and most complete  
service specializing on product in-  
formation.

Details? Ask for "The IEN Plan."



**Thomas Publishing Company**  
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**BRANCH OFFICES—** BOSTON • CHICAGO  
CLEVELAND • DETROIT • INDIANAPOLIS  
LOS ANGELES • PHILADELPHIA • PITTSBURGH



## Friends for Life!



**FREE SERVICE!**  
No one has ever paid a cent to  
repair a Zippo!

That's a man and his Zippo... the lighter that never fails... that always lights with a zip—even in wind or rain. That's why Zippo Lighters make ideal sales incentives, sales promotion premiums and business anniversary awards. Engraved with your company trade-mark, Zippo keeps goodwill glowing for you for years and years!

**Send for Free Brochure.** Get the FREE Zippo brochure explaining how you can have your company trade-mark or other message reproduced, in color, on Zippo Lighters at low cost. Shows many Zippo models with prices and discounts. *Send the coupon today.*

ZIPPO MANUFACTURING CO. Dept. SM-12  
Bradford, Pa.

Please send your FREE brochure on Zippo  
Goodwill gift ideas.

Company.....

Address.....

City.....State.....

Attention:.....Title.....

**ZIPPO**  
the one-zip windproof lighter



**EXECUTIVE OFFICES,** 386 Fourth Avenue,  
New York 16, N. Y. Lexington 2-1760

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Member  
Audit Bureau of Circulations  
Associated Business Publications



April 1, 1951

Volume 66

No. 7



CINCINNATI

TIMES-STAR



# INVOICE

DATE

ADVERTISING

CINCINNATI, O.

TIMES

SUB-TOTAL  
LINES

AMOUNT

## regularly

ANY CLAIM FOR DEDUCTION OR ALLOWANCE MUST BE MADE UPON RECEIPT OF BILL

# The Human Side

## HOW TO MAKE A MAGAZINE GROW

Service publications have been dreaming up ways and means to up their circulations for as long as such publications have existed: reduced-rate subscriptions, contests, gift offers, dozens of other sign-on-the-dotted-line lures. But one of the best ways of getting and keeping an audience is still the simplest: Catch 'em while they're young, become a part of their lives. And one publication which expects to see the fruits of such thought—not next year or the year after, but over the long pull—is *Country Gentleman*.

Several years ago *C.G.* instituted a disarming feature, dedicated to children under 14, called "Hodge Podge Page." The page, as is so often the nature of a really successful magazine feature, has grown far beyond itself—in space, in prestige, in loyalty from its little readers and in point of service. Today *Country Gentleman* counts Hodge Podge one of its most valuable properties. For Hodge Podge is a page for entertainment, a club for creative work—and Hodge Podge is a *person*. Although it is signed "Mr. Hodge Podge," a lady presides over its destinies. She's Sara Bulette (Mrs. John Murphey), a lady who lives, like most of the Hodge Podge readers, in the country. From her Pennsylvania home she runs the feature, handles the vast correspondence it engenders and constantly plans new features, story contests, drawing contests, music contests and manual arts contests.

Today the Mr. Hodge Podge feature, which includes the Three-Star Club, has over 21,000 members. The Three-Star Club, patterned after the still-famous *St. Nicholas League* Department of the old *St. Nicholas Magazine* for children, is designed as an open-door invitation to Hodge Podge readers to help write and edit the page. The children themselves suggest the projects. Sara Bulette believes in sparking her readers' imaginations, rather than setting them copybook tasks. Of course there are prizes for contest winners. And there's always a choice of prizes, since choices are always more fun. Winners may select such diversified and exciting prizes as cameras, books, arts and crafts materials, and the like. But, wisely, prizes are modest so as not to attract entrants interested only in rewards.

The Club also awards its coveted Three-Star Honor Pin. This is a really difficult prize to cop: It goes to boys and girls whose work is so consistently outstanding as to have won three prizes and stars. During the first two years, 1,000 out of 17,000 members had won stars and honorable mentions. Only ten had received Honor Pins. These Honor Pin winners, says Sara Bulette, always turn out to be bright, unusual children, well above average in talents and well-worth encouraging. Mrs. Bulette firmly believes that from the Honor Pin winners will develop some of the outstanding writers, artists and craftsmen of tomorrow.



WITH HER CAMERA . . . won in the Three-Star Club Riva Jane Le Bar took this pic of her midget calf. The cake's for her birthday party. The little boy, astride, is her cousin.

Mr. Hodge Podge, alias Sara Bulette, keeps a large scrapbook of material which her members have contributed. She sent it to us and with it a large batch of letters from Hodge Podgers. Since most of the children live on farms the scrapbook takes on the color of the lives the children live. They seem preoccupied with nature, with animal life, with their chores. Their art work reflects their farm upbringing. One little girl won a map contest with a blueprint of the farm on which she lives; another sent a picture of her midget calf, photographed with the camera she'd just won in a Hodge Podge contest!

Each member receives a membership card and a letter explaining how the Three Star Club operates. And just after the member's fourteenth birthday he, or she, gets a personal letter from Mr. Hodge Podge reminding him that the day when he goes out into the adult world is here. Sara Bulette gets letters from these "adults," some tear-stained, telling how much fun they've had as Club members.

It's all a labor of love to "Mr. Hodge Podge." And *Country Gentleman* is fully aware that it has a special place in the hearts of thousands of adolescents who won't forget, when they have reached their majority, the magazine which provided so much fun and such excellent guidance.

## HOW TO COOK UP A TV SHOW

Take one large portion trading stamps—a dash of cigar coupons. Flavor with tobacco auction; add a radio giveaway show; mix liberally with television . . .

What do you think you'll have?

Just what they got in Hollywood—a new television



The effect that sudden waves of buying have on a product can be promptly, accurately measured

## "Panic buying"...

Do you know how it will affect your future sales?

Recently an agitated housewife told her husband she had to hurry into town. And he asked why.

*"I hear there's a nylon shortage and I don't want to be caught without."*

Knowing that a supposed shortage in his own business had been without foundation, he called a friend in the hosiery industry. Said this manufacturer, *"If you'll give me an order now—I'll deliver 100,000 dozen pairs right quick."*

### A sensitive barometer . . .

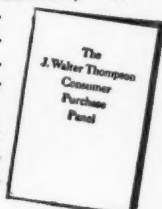
To spot hoarding so early isn't always easy. Yet these recurrent waves of "panic buying" can have a serious effect on your planning.

When sales spurt, are *old* customers hoarding? Or are you getting *new* customers? How many of *these* do you keep? Who gets the ones you lose? Neither trade orders nor a one-time survey can

tell you. But these questions, and many more, are promptly answered by the continuing monthly reports of the J. Walter Thompson Consumer Purchase Panel.

Each month, from 5,000 scientifically selected families, written records of *every purchase* in the fields being studied—with reasons for any shift in brands—come to the J. Walter Thompson Consumer Panel. The Panel then reports to its clients, pinpoints consumer trends and measures their effects . . . *before it is too late.*

The value of these findings can be judged by the sales problems they have solved—and new sales opportunities they have suggested. You will find these in a new booklet, *"The J. Walter Thompson Consumer Purchase Panel."* Interested executives are invited to write. The J. Walter Thompson Co., Dept. 404, 420 Lexington Ave., New York 17, N. Y. *Twenty-three other offices in strategic marketing centers around the world.*



### The J. Walter Thompson Consumer Purchase Panel offers these unique advantages:

1. A complete scientific sample of the whole United States, covering all family types and all marketing areas.
2. Monthly reports from these families . . . based not on opinion, not on memory . . . but on written FACT as listed in daily records of purchase.
3. The place of purchase is shown . . . including major chains, syndicate stores, house-to-house, department stores, mail orders.
4. A continuing record of the buying habits of the *same* families . . . 5000 case histories for analysis . . . which mirror accurately the facts on repeat sales, results from deals, premiums, and other special promotions—both yours and your competitors.

# MORE SALES BOUNCE TO THE DOLLAR!

★ **Your ONLY**  
**evening newspaper**  
**in Market No. 11**  
**(Census of 1950)**

★ **Your ONLY**  
**locally edited**  
**Sunday magazine**  
**in State No. 8**

## NEWARK NEWS

**Evening and Sunday**

**NEWARK 1, NEW JERSEY**

show called "Bonus Bids," to which manufacturers gladly donate merchandise for plugs. But the audience buys it, paying TV scrip, either in the studio, or by mail bids.

Merchandise consists of everything from soup to nuts—including the kitchen stove. Radio and television sets, appliances: even a Mercury automobile!

Whoever heard of a \$100 trading stamp?

On this show it's common, because bids run into hundreds of dollars of the stage money, and even thousands. This scrip looks like the cigar store coupons which World War I boys passed in France, and would probably be accepted there today. It is in denominations from 50 cents to \$100, given by more than 800 retailers in the Los Angeles area, though the show is less than six months old.

A manufacturer puts up, say, two radio sets. One is auctioned to the studio audience and outside viewers bid on the other by mail, with a CPA firm handling the offers to be certain everything is straight.

### **Saving Does It!**

Mamma goes to the show determined to bid on a receiving set, with scrip saving of several hundred dollars. How did she get so much stage money? By saving, buying everything at stores displaying the BB sign (groceries, clothing, furniture, car service), this type of money outdistances the trading stamp class.

Retailers buy this scrip on the basis of 1½% of gross sales the past month . . . The store doing \$5,000 gross monthly gets dollar-for-dollar in scrip for \$75.

The studio bidder on a major purchase steps up to the microphone and explains which stores she patronized . . . Buying or borrowing from others is banned; there is no black market. This plugs the retailers, double plugs the merchandise.

Besides, literally bushels of minor products are auctioned and plugged as well. A shopping bag with one to two dozen grocery items will be described, product by product, and "Who will give a dollar—two dollars?" After it's sold: "Who wants another for that price? You? and you?" Also, each person in the studio audience gets a bag of minor merchandise free. On such goods the manufacturer supplies all the show asks for.

Bonus Bids is televised one hour Tuesday afternoons over KTTV, the Los Angeles CBS station. It belongs to Adolphe Webeland, Hollywood "giveaway king," first show he himself has had an interest in, and to Larry Kolpack and Al Joyce, old broadcasting hands.

Some time ago Art Hall, Long Beach car dealer, saw the show on his set, and figured promotion value that led him to put up a Mercury car, auctioned after a few weeks of announcements on shows. For this, only mail bids are accepted, and Mamma will have to look ahead, get herself well-heeled in scrip.

Funny thing, auctioneers were tried as MC's, but lacked the entertainment patter of the broadcast announcer. So the script writer was called in. He prepares patter that plugs the products and leads up to ad libbing when bids are asked!

# The Ones For '51!

## Four State Farm Magazines You Can Count On To Boost Your Farm Sales In Washington, Oregon, Idaho and Utah

The Pacific Northwest Farm Quad—one big easy-to-buy farm coverage package, has the home-state farm magazine acceptance and influence to boost your '51 sales in Washington, Oregon, Idaho and Utah—where over 42% of the farms in the eleven western states are located. Farm income in Quad states has topped a billion dollars for seven years in a row while average income per farm is 34% greater than the U. S. farm average. NOT ONLY ARE THESE FARM DOLLARS PLENTIFUL BUT THEY ARE BIGGER, TOO!

With farm income up, with farm demand for consumer goods and farm equipment equally high, this big four-state farm market holds great sales potential for you. The easy way—the effective way—to sell to the prosperous farm residents of Washington, Oregon, Idaho and Utah, is with the Pacific Northwest Farm Quad. Just one order, one rate, one plate, one check will place your message in The Washington Farmer, The Oregon Farmer, The Idaho Farmer and The Utah Farmer. These four home-state farm magazines provide, in a single package, dominant coverage and penetration that give maximum selling force. These are the ones for '51 so be sure the Farm Quad is on your list for the important selling months ahead. If you want more facts and figures contact your nearest Western Associated Farm Paper representative or write the advertising manager of the Pacific Northwest Farm Quad.



THE BILLION DOLLAR  
FARM QUAD MARKET

ADVERTISING REPRESENTATIVES  
Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington  
STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

*Pacific Northwest* **FARM QUAD**

PACIFIC NORTHWEST FARM TRIO WITH UTAH FARMER ADDED

## The COURIER-EXPRESS *SELLS*

WESTERN NEW YORK

Because WESTERN N. Y.  
IS SOLD ON THE  
COURIER-EXPRESS

### ONE REASON

is that it's a well balanced newspaper, making it an equal favorite with *both* men and women.

**Complete Local, National and World News.**

**Women's News...**with daily feature page of food, fashion, household hints and many other subjects.

**Financial, Business and Labor News.**

**Outstanding Features** including leading men and women writers of local prominence.

**Latest Sports** with Buffalo's first complete report of nearly all events.

**Choice Comics...**the pick of the syndicates.

### THE PROOF

is found in the fact that the largest newspaper circulation in the state, outside of New York City, is the Sunday Courier-Express\*...Leading merchants selling men, as well as those catering to women, find the morning Courier-Express the most economical and productive way to reach those families with the most money to spend.

\*290,348 ABC Audit, 9/30/50

## COLOR

for Greater Selling Power

Full color (two, three or four) available weekdays... black plus one color, Sundays.

## BUFFALO COURIER EXPRESS

Western New York's Only Morning  
and Sunday Newspaper

REPRESENTATIVES:

OSBORN, SCOLARO, MEEKER & SCOTT

It Gets Results Because It  
Gets Read Thoroughly

# The Scratch Pad

BY T. HARRY THOMPSON

In bleak February, the seed-catalogs began arriving, bright with promise and 4-color photographs. I saw in them, too, a note of optimism; to wit, that we'll still have a world to plant in 1951.

Suggested title for a TV program: "Seeing Stars." It could be a knock-out.

William Penn told us to "cultivate the universal spirit." We did, and it cost us a pretty penny with little or no thanks.

George Stoll says the rich are *alcoholics*; the poor are *drunks*.

You meet such nice people when you make complaints on merchandise, according to Jim Collins. Says he bought a tube of stuff plumped in the *Post*, found it hard, sent it to the factory, got a nice letter with promise of another tube. That, too, was hard, but the letter accompanying it was soft. It said: "Thank you for your loyalty to our product"... the essence of something, Jim thinks.

POTOMAC POISONING: What critics of Washington think we're suffering from.

A nice, ethical problem is involved when a charity sends you a stamp for replying. Keep the stamp, and you're a petty crook. Return it, and it costs another three cents. Send no donation, and you're stingy. What do *you* do with such stamps?

Don Raihle says that most people who claim they "bury the hatchet" mark well the spot.

As I type this, my best friend, severest critic, and general manager is still gasping over paying \$1.80 for a pound of veal-cutlet. We wonder how long we can continue a long-ingrained habit of eating!

S. H. Fifield, v.p. of The Barnett National Bank, Jacksonville, Florida, gives the column written permission to pass along one of its recent ads:

### Fable of the Gullible Gull

In our friendly neighbor city of St. Augustine, great flocks of sea-gulls are starving amid plenty. Fishing is still good, but the gulls don't know how to fish. For generations, they have depended on the shrimp-fleet to toss them scraps from the nets. Now the fleet has moved to Key West.

The shrimpers had created a Welfare State for the St. Augustine sea-gulls. The big birds never bothered to learn how to fish for themselves, and they never taught their children to fish. Instead, they led their little ones to the shrimp-nets.

Now the sea-gulls, the fine free birds that almost symbolize liberty itself, are starving to death because they gave in to the "something for nothing" lure! They sacrificed their independence for a handout.

A lot of people are like that, too. They see nothing wrong in picking delectable scraps from the tax-nets of the U. S. Government's "shrimp-fleet." But what will happen when the Government runs out of goods? What about our children of generations to come?

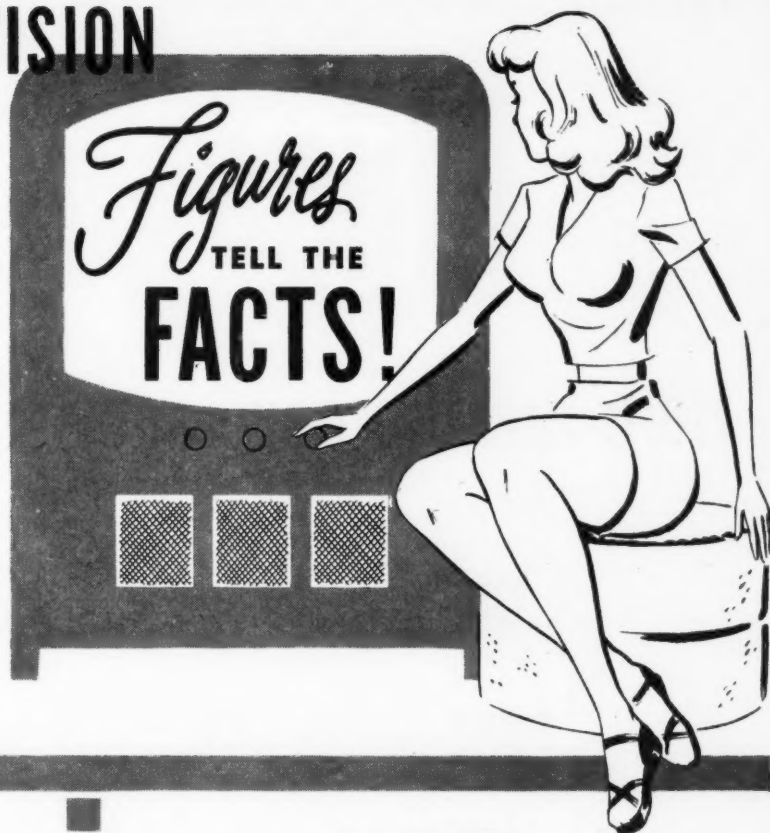
Let's not be gullible gulls. We Americans must preserve our talents of self-sufficiency, our genius for creating things for ourselves, our sense of thrift, and our true love of independence.

With no ballyhoo and only conservative promotion on the part of *Grit*, magazine of small-town America, entries for its Winning Child Photo-Contest poured in from all states of the nation and from Canada, Alaska, the Canal Zone as well. 5,422 readers submitted 8,354 photos. Hollywood stars picked the winners.

Swank Jewelry did all right, too, with a St. Valentine's headline: "For your Ace of Hearts!"

SALES MANAGEMENT

# When we talk TELEVISION



FIGURES that show at a glance the perfect balance and development of WFAA-TV in one year of operation!

March 17, 1950

KBTB became WFAA-TV, and was telecasting ...

24 program hours a week

3 quarter-hour programs were sponsored

27 commercial spots were scheduled

March 17, 1951

ONE YEAR LATER, WFAA-TV is telecasting ...

68 program hours a week . increase 183%

35 sponsored program hours, increase 4567%

176 commercial spots . . . increase 552%

## The Secret of this RAPID GROWTH?

Knowmanship—the ability to create television shows that have outstanding audience appeal. Shows that deliver more audience and more customers for the sponsors' product!

Serving BEST the MOST

with 27.1 Kilowatts

**NBC, ABC, DuMont**

Represented Nationally by Edward Petry & Co.

# WFAA-TV

Channel 8  
Dallas

# Which reaches more families in **Chicago?**

## Here are the coverage facts

(Corporate Limits)

**LIFE.....12%**

**POST.....9%**

**LOOK.....7%**

**COLLIER'S.....4%**

**parade.....41%** Plus a minimum

with the **Chicago  
Sun-Times**

of 20% coverage in 151  
adjacent markets of 1,000  
or more population

and the picture is similar in  
all 33 Parade cities of origin

# parade

The Sunday Picture Magazine  
Providing a Minimum of 20% Coverage in ...

## 1993 Markets

I wish *Life* would stop showing pictures of black, gangrenous, frost-bitten fingers and toes, ready for amputation. All I can think of is some kid in Korea who wishes he were back in a nice, warm home ... in civvies. And who *would* be, if men *my* age hadn't fumbled the ball somewhere along the line.

Kroehler Furniture is one of the few advertisers who can spell "glam-our."

At various times, Amos 'n' Andy have been sponsored by Pepsodent, Campbell's Soups, Rinso, and Rexall Drug. Have I overlooked any?

Westclox has a new alarm-clock that wakes you two ways, and the copywriter puts it cutely: "... with a light for *light* sleepers; a sound for *sound* sleepers."

Painting tiger-heads on our tanks is supposed to frighten the superstitious Chinese, it says here. If they weren't frightened by posters of Joe Stalin, I doubt that tigers will faze them.

Ben Pearse, in the *Satevepost*, makes a good case for that ancient institution of business, the suggestion-box. Industry, and Government, too, have made it pay ... for both suggester and suggestee.

Another cute promotion by *Grit*: Plastic cow with card reading: "This is no bull! 55% more sales in the *Grit* market than nearest competitor for a canned milk advertised in *Grit*."

Speaking of promotion, here is the score (by mentions) in a new book, "Time's Man of the Year, 1950-1927": Roosevelt 3, Churchill 2, Truman 2, Marshall 2, Stalin 2, Byrnes 1, Eisenhower 1, Hitler 1, Gen. & Mme. Chiang Kai-Shek 1, Haile Selassie 1, Gandhi 1, Wallis Simpson 1, Hugh Johnson 1, Pierre Laval 1, Owen Young 1, Walter Chrysler 1, Lindbergh 1.

By no stretch of the imagination, of course, could Wallie Simpson or Madame Chiang be the "man" of the year, but they did occupy *Time's* cover in that loose category.

"No Gas-Rationing; Plenty of Oil, in *Keystone Motorist*. Hold that Tires, Is Outlook Now."—Headline thought!

SALES MANAGEMENT

# SALE BLAZERS...



## SPOT THE "HITS"

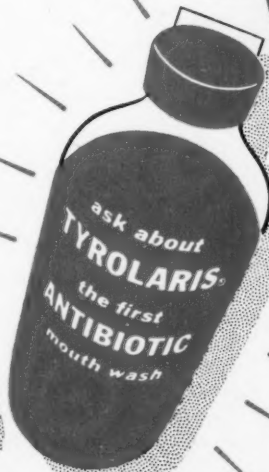
Do your products make a hit with your dealers . . . or do they strike out?

One way to improve your batting average at the retail level is by *point-of-sale merchandising* . . . showing consumers *where* to buy and telling them *what* to buy. That's where SALE BLAZERS shine!

Successful merchandisers . . . nationally, sectionally, locally . . . know that SALE BLAZERS—those bright, colorful, laminated plastic signs—keep their products always in the public eye *at the point of purchase*!

Yes, SALE BLAZERS spot the "hits". That's why you see them everywhere . . . in food, department, drug, hardware stores, taverns all over America.

Write for information, prices and samples.



Advertising Specialties Division

## PHILADELPHIA BADGE

COMPANY, INC.

1007 FILBERT ST., PHILADELPHIA 7, PA.

Established 1900

*America's finest name  
in foods,  
**CROSSE & BLACKWELL**  
has looked to this  
agency for guidance in  
food **ADVERTISING**  
since 1929*

Make your account our next success story!  
Write, wire, phone:

**VANSANT  
DUGDALE**

→ **BALTIMORE**

*Advertising since 1912*

### Millions of homes influenced by what "Teacher says . . ."

CHICAGO:—Advertisers interested in public opinion about their products, their industry, or about American business in general can reach one of the most productive fields when they tell their story to educators. So says Georgia C. Rawson, Executive Vice President of State Teachers Magazines.

Miss Rawson points out, just about the busiest influence you'll find anywhere is a school-age youngster claiming "Teacher says." And this active influence by teachers on the home is continuous through the 12 years from first grade through high school.

"There are now more than 30,000,000 children in our public schools. Through them, teacher influence extends to millions of homes, everywhere in America.

"A family with several children may be affected by teacher opinions and preferences for more than twenty years."

For complete data on America's educational field . . . the great "influence" market . . . send for the free file size, 12-page folder that's packed with factual information. Write to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, Inc., 309 North Michigan Avenue, Chicago 1, Illinois.

## WASHINGTON

# Bulletin Board

### CONGRESS

► You'd never know it from the newspapers, but some ordinary legislative work still goes on. There are hearings on appropriations, taxes, housing, etc. These do not draw crowds; they hardly draw newspapermen. The great thing, of course, is the investigations. It is these that are rehearsed day after day at lunch time all over Washington.

There's a second kind, known to the trade as the "waste-basket type"—a lobbyists' term. People complain about prices, about failure to get sufficient rubber, steel, machine tools, or defense contracts. Hearings are arranged in order to provide an opportunity for them to sound off.

The people who testify at these don't, in general, do a good job. They get too hot under the collar. Let's say there's a company furnishing a highly important industrial component made of steel, which it can't buy. Defense contractors need this component. The company spokesman, who has gotten just the usual run-around at the Federal agencies, is angry because autos still can be made, while he has such a hard time buying steel.

"Either go back to private enterprise altogether or act as if there was an emergency," he eloquently declaims.

It's wasted eloquence. The expose-type and waste-basket type of probes are being confused. The heated assertion later on is answered by a man from the bureau who repeats to the Congressmen the polite explanations, carefully prepared by the staff, that he rattles off day after day to visiting businessmen: "We must balance the needs of the military, the civilian economy and defense industry, etc."

The proper tone for the man with a grievance is to mildly suggest that the burdened officials, he regrets, overlooked something and to say that the oversight would stand more chance of being corrected if pointed out by a Senate Committee than by a mere manufacturer. Committees of this type, as a rule, don't want to get into fights; they want to settle things if they can.

Squabbles over material generally include a complaint that big companies get what they want, while the small ones must patronize grey markets to survive.

► The opposition to increased excises is terrific. There's been endless testimony in favor of some kind of general sales tax instead. Nevertheless, it's likely that specific excises will be voted: the leaders say so. They won't be as great as the Administration wants.

### WHITE HOUSE

► The actual receipts and expenditures of the Government are altogether out-of-key with what the President said would happen. In mid-March, military expenditures since June were \$12 billion compared with \$20 billion forecast in the budget. It's doubtful that \$8 billion can be spent by June 30, even though the Military states that it is now ordering at the rate of more than a billion a week. The money won't be paid out for a long time. Foreign expenditures were only \$2 billion compared with \$4.5 billion forecast.

Before tax collection date, there was a surplus so far this year of more than a billion. Conformity to the budget message requires a \$2.7 billion deficit.

The effect of all this is to make Congress skeptical about how pressing the need is for higher taxes.

### TREASURY

► The Bureau of Internal Revenue examines all returns for mistakes in arithmetic and audits some of them. Here are some of the facts about the examinations.

Out of 90 million returns, more than 4.5 million this year will be audited. The chance that a given return will be audited is a little higher than 1 in 20. But, much depends on the type of return.

Of the corporate forms, 25% are audited as compared with only 8% of the individual forms. Excise and employment forms are audited in only 1 out of every 50 coming in.



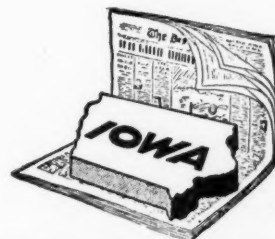
**"There's nothing prettier than the way the Des Moines Sunday Register covers the Iowa market of 2½ million people"**

What's a sunset? Here's a scene of rare beauty for advertisers.

Picture a bustling, bountiful market of 2½ million people with income of a smashing 5 billion per year. Now, add one paper coverage of it. The result: Iowa and the Des Moines Sunday Register.

There's no easier or better way to sell Iowa. For the Des Moines Sunday Register takes you into 500,000 plus homes. That's the best part of *both* parts of this double-feature market . . . urban, where spending tops San Francisco, and farm, that's in a class by itself! County coverage in 86 out of the 99 counties is 50% to saturation—and not less than 25% anywhere else.

You can see why only 9 other U.S.A. cities have papers as large. Milline rate is a pleasing \$1.77.



**PACKAGES A STATEWIDE URBAN MARKET RANKING AMONG AMERICA'S TOP 20 CITIES**

**ABC CIRCULATION Sept. 30, 1950:  
Daily, 372,133—Sunday, 536,707**

## THE DES MOINES REGISTER AND TRIBUNE

**Gardner Cowles, President**

Represented by:

Osborn, Sclaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia  
Doyle and Hawley—Los Angeles, San Francisco



## LONG BEACH PRESS-TELEGRAM

When you think of Long Beach in the Los Angeles Market, think of Long Beach as completely separate and autonomous.

The *one and only way* to cover Long Beach is with the Press-Telegram. ABC records show the *Press-Telegram* readership in Long Beach is five times greater than the readership of any of the Los Angeles dailies which claim adequate coverage of this \$543,000,000 market.



### IMPORTANT

Use Long Beach as an effective test market. Relatively easy control of important factors will give results that can be used with confidence elsewhere.

MORE THAN 2 OUT OF 3 READ THE  
**Press-Telegram**  
IN LONG BEACH, CALIFORNIA

National Representative: Cresmer & Woodward, Inc.

There's greater interest in the upper brackets. For the 1948 year, the Bureau examined 7.8% of the forms under \$7,000; 8.8% from \$7,000 to \$10,000; 17.2% from \$10,000 to \$25,000; 58.1% from \$25,000 to \$100,000 and 86.5% of those over \$100,000.

It was found that in returns above \$25,000, 7 out of 10 needed correction. So, hereafter these returns will be examined 100%. It won't all be done in the same year however; it will work out that everybody that is rich will have his returns for two years examined each second year.

► In the sale of Defense Bonds, the Treasury is looking especially to the sales executives clubs for help, as it did during the last war. There have been negotiations with some big insurance companies, Metropolitan, for example, to get sales staffs working.

Chief reliance is placed on companies making deductions from the payroll. The Treasury wants to set a goal of doubling the number of people who are covered but hesitate to announce it: It may be too high.

One of the most successful drives was at Carnegie-Illinois Steel. At the start, 18% of its 100,000 employees were covered and at the end 77%. Of B. F. Goodrich's 40,000, the percentage in the past several months went up from 21% to 83%; Goodyear Rubber subscribers increased 24% to 70% of the 45,000 employed.

### FEDERAL TRADE COMMISSION

► A trial examiner's decision in a recent case makes voluntary grade labeling a little harder. A company that doesn't subscribe to a commercial standard, accepted by most of the industry, can't be charged with misrepresentation because he doesn't follow that standard.

► After FTC settled with the TV set promoters with respect to the famous appeal to children, it announced plans for a sales code. It will be a voluntary, not a proposed code; one gathers however that the manufacturers were told that they'd be wise to volunteer.

► The Commission has a new best seller: "Interlocking Directorates" offered at \$1.25 by the Superintendent of Documents. Industry-by-industry you have the interlocks between suppliers and customers.

Ultimately, some FTC men look toward a law that would allow a man to serve as officer or board member to only one company.

# SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending April 1, 1951

## ADVERTISERS BOOST BUDGETS 10%

Advertising appropriations in 1951 of 205 member companies of the Association of National Advertisers show a median change of 10% upward from 1950, the ANA reported at its annual meeting in Hot Springs, Va., last week.

Some 109 advertisers have increased budgets a median average of 12%; 24 companies have reduced them a median average of 16%, and 72 will spend the same amount this year.

Of 19 industrial classifications covered, *none* will spend less this year. The largest increases reported, by industries, were textiles and clothing, 20%; alcoholic beverages, 17%; petroleum and building materials, each 15%. The ANA noted, however, that the number of specific replies to this question from alcoholic beverage companies was not large enough to be indicative.

To the question, "Has national mobilization affected the size of your 1951 advertising appropriation?" 171 said no and 34 yes. Of the 34, a dozen are industrial advertisers—out of a total of 31 industrial advertisers replying. Others "affected" are four of the 12 participating electric appliance advertisers; three of 13 automotive companies; three of 10 in paper; four of 12 in home furnishings; two of seven in agricultural equipment; one of five in office equipment; one of 13 in petroleum, and one of 14 in textiles and clothing.

Twenty-three of these 31 companies said their budgets would be smaller—by a median average of 15%; three said they would be larger—by 10%, and the five others did not indicate the trend.

## DOLLAR SALES INCREASE EXPECTED

The tabulated returns to different questions represent half of ANA's total company membership of 410. Analysis of replies to several questions was based on the same groups of companies that replied this spring and last year. The advertisers ranged in size from several spending more than \$20 million to some spending less than \$100,000.

Of 199 companies reporting sales volume, 173 said their volume was higher—by a median average of 20%—in 1950 than in 1949. Twelve reported smaller sales—by a median average of 10%—and the volume of 14 was unchanged.

Some 145 of the 199 companies expect 1951 sales volume to be larger than 1950's—by a median average of 10%—18 expect sales to be down a median average of 10%, and 36 companies see their dollar volume unchanged.

Only 4.5% of the production of 123 replying companies is now devoted to defense orders, but these companies believe that 10% of it will be by the end of 1951.



The Business Trend declined to 283 in February, 1951. Small increases in Business Spending and New Orders were offset by a drop in Business Spending.

Preliminary estimates for March, 1951 indicate a slight increase to a level of 285. Nation has for several months been on a high-level plateau.

Whereas a year ago more than seven-eighths of replying companies said that most or all of their advertising effort was devoted to straight selling copy, slightly more than three-fourths now report that their copy is "selling." By the end of 1951, 85 companies expect still to be devoting all of their effort to "selling"; 70 to be devoting "most"; 26 "about half"; 14 "little" and seven to no selling copy at all.

## TOUGH SELLING DAYS (continued)

Those of our readers who agree with the theme song we have been plugging for several months—"Tough Selling Days Lie Ahead"—may skip this column. For the others we would like to present additional evidence to support our thesis that sales forces should be strengthened and promotional activities maintained at high level.

Retail sales have been good, but in very few lines has there been any letdown in manufacturing activity—with the result that goods are flowing in faster than they go out to consumers. Shortly after Korea merchants stepped up their buying, and inventories are burdensome. Money is tighter. Banks refuse to renew many inventory loans.

War orders aren't coming through as rapidly as most people had expected, and the quantities are small as compared with expectations. There has been little shifting of labor from civilian to war industries.

Shortages of scarce materials have been licked by manufacturing ingenuity to a remarkable extent. Remember the scare earlier in the year—that there would be no more TV sets because the Government was requisitioning cobalt? Here's how a typical manufacturer has jumped that hurdle!

Philco will introduce later in the year a new home receiver which *entirely eliminates* the use of the extra-scarce cobalt and reduces the use of aluminum by 68%, silicon steel by 58%, copper by 26% and nickel by

15%. Even more important, the company claims that the new set has proved to be definitely superior to existing designs on the basis of exhaustive field tests.

So plenty of new TV sets will be added to present inventories—which are huge as compared with 1950. On other appliances we find a similar situation. Dealers are so overstocked on vacuum cleaners, for example, that many can't pay their bills.

There's plenty of textiles, plenty of food, plenty of *everything*. Home building was supposed to be in for a bad slump, but the nation's contractors see 1951 construction near last year's high. The \$28 billion expected year's total (for all types of construction) would *double* the top year of World War II.

The auto makers are getting very little war work in their regular plants; there's been no letdown in car production, and substitute materials keep the cars glittering.

So where do you find insurmountable shortages? Where do you find a return to a sellers' market?

The buyer—corporate or household—is very much in the saddle.

We *could* be in for a very bad slump if we fail to realize the need for old-fashioned hard selling.

Are you ready?

## SIGNIFICANT SHORTS

I've just come back from a holiday at Ray Bill's St. Augustine home where getting a suntan and gathering coquinas on the beach are far more significant than "trends." Going through accumulated mail and clippings I don't find much on the desk either that is of any startling consequence.

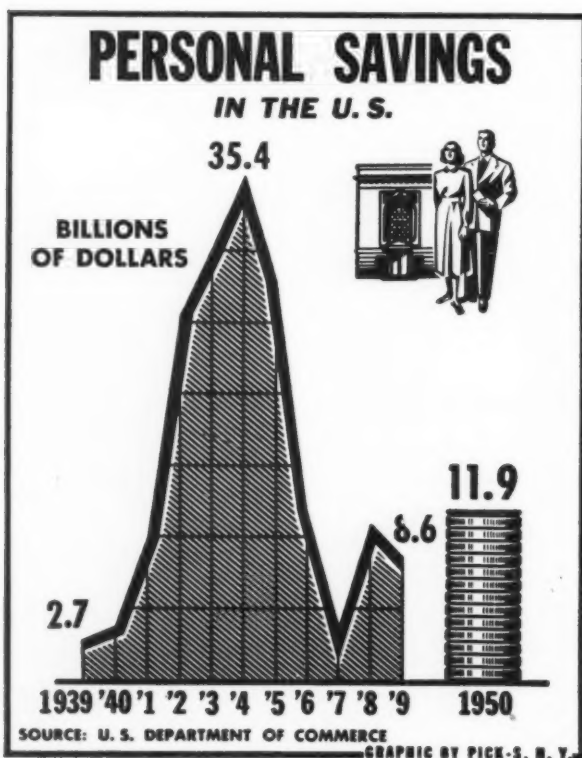
Being in a completely "unlaxed" mood, I can't even get very excited over another addition to the advertising slogans which annoyed me a couple of months back—the Savarin "coffier" coffee; and the Amalie "oilier" motor oil—for the record I'll mention that the Junket Folks are out with what they call the "fudgiest" fudge.

Perhaps of greater significance is that cheesecake pictures on calendars are losing their popularity. What's the world coming to? The Gerlach-Barklow Company reports the results of a consumer survey which has influenced its designs for 1952 calendars. Religious calendars will lead the parade, with paintings of Will Rogers and western scenes not depicting violence running ahead of legs and bosoms. Pretty girls aren't completely out, of course, but "they must be the wholesome sweetheart type rather than the cheesecake variety." If that's a trend you can use, go ahead and make the most of it.

Of considerably general significance is a statement in Mike Hughes' article in our March 15 issue (page 82) about point-of-purchase activities. While this particular statement refers to the food industry, the figure probably wouldn't be far different in other lines. It's this: "If your men get in to see the grocer every 13 weeks, 493 other salesmen have been in between."

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT





President Brown gladly okehed the idea . . . it soon brought him a new assistant, Graddy Richard.

## How Brown-Forman's "Juniors" Are Qualifying Themselves for Promotion

A group of young executives takes the initiative in setting up a training routine to broaden understanding of the business, to sharpen management sense. It provides an answer to: "Where shall we find tomorrow's executives?"

How long does it take you to break in a new executive in a top management position? Where can you find a qualified man who can take over immediately and lessen the load on you? Does your company have a training program for junior executives, or must it hire someone outside when a top level vacancy occurs? Who has the time and the interest to assume the responsibility for such a training program?

Thirteen junior executives of Brown-Forman Distillers Corp., at the invitation of the president, recently took the responsibility for such a program upon themselves, with good results. These men have developed a dual program to prepare themselves for better management positions and to train company personnel for bigger jobs in the company.

Four months after their initial

meeting, one of the junior executives was promoted to executive assistant to the president. Their first protege, the Negro dining room employee who served their lunch at the first meeting was trained and placed on the company's sales staff. Three young college graduates were started on a year's "through the plant" training course before being absorbed into the administrative staff. The young executives then decided to triple the size of their group to include their immediate assistants in the management training program.

The "Progressive 13" are assistant department heads for the 80-year-old, family-owned, independent distilling corporation in Louisville, Ky.

Brown-Forman is a medium-size corporation. It has 1,100 employees on its payroll and its net sales last year amounted to \$45,725,403.12.

At their first meeting these men agreed that the best way for a person to qualify himself for a better job is to learn as much as he can about the company. To push their own part of the training program, they decided to meet twice a month at lunch to hear one of their members explain the facilities and area of responsibility of his particular department.

Most of the young executives grew up inside the company. The chairman of the management staff training committee is Marion M. Johnson, 32, the company's husky, likeable credit manager. The original committee was comprised of Peyton Hoge, 36, advertising manager; Allen C. Kennedy, 47, assistant manager of bottling operations; Ernest Worful, 41, assistant manager of the Blue Grass Cooperage, a Brown-Forman subsidiary; Earl J. Huber, 40, purchasing agent; Robert E. Ayre, 33, assistant director of engineering; Louis J. Panther, 32, head of the market research department; Graddy Richard, 36, of the legal department; Philip B. Newman, 46, controller of sales; Robert Pearsall, 40, assistant personnel director; Leon E. Tallichet, 25, of the accounting department; Earl A. Dor-

sey, 35, assistant controller; J. William Spanyer, Jr., 41, assistant technical director. The sales department was soon included in the committee with the admission of William Faversham, Jr., 45, administrative assistant to a regional sales manager. Most of the men work directly under vice-presidents who are heads of their departments. Their average age is 38.

### What It Replaces

"The shortage of top executives is demonstrated by the fact that qualified top-bracket men move from one corporation to another in all industries," Mr. Johnson explains. "It is a common argument that a veteran employee of a company knows more about his own company than an outsider does, but it took only a few of these luncheon meetings to show us how little knowledge we had of the details of the operations of each department. We had a general idea, but not enough to qualify any one of us as an expert on our own company."

The purpose behind the program is a simple one: To fill all job levels in the company with current qualified employees instead of searching outside for experienced men. With its wider scope, the new program replaces a loose departmental training program which Brown-Forman started before World War II and later discontinued. "We feel that the new program has the one important thing that was lacking in the original training program, and that is continuity," says Mr. Johnson: "For one thing, it helps to solve the management problem of having trained replacements for men who are called to military service. Because it is a long-range program, a man's draft status does not in any way affect his place in the training program. The present emergency has resulted in redoubling our efforts to keep the hopper full of trainees, and if some of them go into service, we feel that, because of their participation in the training program, they will be better fitted for responsible jobs in the company when they return."

The program was made by the "multiple management" philosophy of W. L. Lyons Brown, president of the corporation and a grandson of its founder. Mr. Brown is a firm believer in sharing administrative responsibility at all levels through a system of committees charged with various management functions. Mr. Brown works with an 11-member executive committee. Under 10 years of Mr. Brown's administration, first as an executive vice-president in charge of sales and advertising and

later as president, the company has grown eight-fold. "Credit for the growth of the company belongs to a team of good men who know their work and do it," Mr. Brown maintains. Anticipation of continued growth prompted him to call together the original group of 13 junior executives and suggest that they take over the problem of a training program.

The original 13 men were chosen by the executive committee because each one of them had some experience as a sub-representative of top officers of the company at the executive committee level. Each one had participated in executive committee discussions of a particular problem, although not one of them had attended an entire executive committee session. Mr. Brown suggested that Marion Johnson serve as first chairman of the training group because of his experience in selecting office personnel.

After the group was organized Mr. Brown had only one instruction: "Give every man in the company the opportunity to better himself." And

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**"The salesman who depends exclusively upon his friends for business will soon have neither business nor friends."**

**"The Knack of Selling More"**  
by Burton Bigelow

---

here is the way they went about it.

As a starting blueprint, the group drew up a four-point program:

1. The supervision of a training program for selected new employees who will be given a 12-to-18-month training course during which they will work in each department of the company. Members of the luncheon group discuss the training program for each of the new employees and decide how much time the trainees will spend in each department.

2. The semi-monthly luncheon meetings are an important part of the training program for the present department heads who had not had the opportunity to give new trainees a basic over-all picture of company operations.

3. Maintenance of files with pertinent data on each present employee, present job, experience, and ambitions inside Brown-Forman. The committee reviews these files and makes recommendations for filling job openings. The purpose is to give present personnel first consideration in filling jobs and perfect a policy of "promotions from within."

4. A "Tuition Refund Plan," by which the company assists employees in completing their education and in obtaining additional college training which will help them in their work.

The group has lost no time in moving forward. For instance, the speaker at the second luncheon was Peyton Hoge, who explained the work of the advertising department in paving the road to greater production, more jobs, higher wages, increased buying power, and richer, happier lives for all the company's personnel. He stressed the growth of Brown-Forman's advertising budget from \$135,000 to about \$4,000,000 over a 15-year period, and the accompanying personnel expansion from 300 to more than 1,000.

The next speaker was Graddy Richard who explained the increased responsibility of the company's legal department since its inception in January 1940 to meet the complexity of industry legal problems. The distilled spirits industry is one of the most thoroughly regulated of all industries. In addition to the usual attention given contracts and claims, Mr. Richard's department supervises the company's strict adherence to federal, state and local restrictions. Frequent legislative and regulatory changes require constant vigilance. The legal department's work extends into all other departments. For example, the legal department reviews all of the company's advertising and publicity. "Almost daily," Mr. Richard points out, "some attempt is made to assist individual employees with their personal problems, which include those problems relating to veterans' rights in regard to re-employment, loans, etc., housing problems, particularly eviction preparation, and advice in regard to legal documents, including deeds of conveyance, easements, leases, wills, powers-of-attorney, releases."

### Meeting Technique

Meetings of the group are informal, but training techniques are quietly slipping in all the time. A microphone appeared one day in front of the speaker, with the casual explanation that in the future each speech would be recorded to make it easier for the secretary to keep the minutes of the meeting. "It helps them to get accustomed to talking before a mike," Mr. Johnson confides.

The problem of personnel training was handed to a committee comprised of Messrs. Johnson, Hoge, Pearsall, Panther, Faversham and Tallichet.

One of the first steps they took was to sign the Tuition Refund Plan, under which any regular full-time



**WAITER TURNED SALESMAN:** Henry Wells served the 13 junior trainees at their first luncheon. He quickly was drawn into the training plan himself. Now he's Brown-Forman Distiller's special sales representative in New York City's Harlem market.

employee of the company can take advantage of the opportunity to prepare himself for advancement in the company with the help of academic courses which may be taken at the University of Louisville, the University of Kentucky, or the Indiana University Extension School in nearby New Albany, Ind. Tuition for approved courses up to a maximum of eight semester hours for a school year is paid by the company to the employee at the end of each semester according to the grades he receives in the courses. To protect the company against abuse of the plan, the committee decided that 100% tuition would be paid on courses in which the employee receives a grade of A, 90% for a grade of B, 75% for a grade of C, 65% for a grade of D, and 50% for an F, on those courses which his immediate supervisor approves as being helpful to him in his present or a future job in the company.

This committee also set up a 12-to-18-month training course under which selected college graduates will be taken through the entire company for a thorough background before they are added to a specific department for which aptitude tests show them to be best fitted. The present training group includes an English major from the University of Louisville, an economics major from the University of Virginia, and an alumnus of the Harvard Graduate School of Business.

Other personnel problems are coming before the committee for suggestion. For instance, they developed a program by which former women office employees who do not have more than one child are given a chance to earn money at home by helping with such things as direct mail campaigns. "This gives them the feeling that they are still part of the company," Mr. Johnson points out.

#### 40 Trainees Now

Because committee members have a knowledge of both management problems and employee needs, they are able to develop a program through which the company undertakes to pay employees' contribution toward certain portions of their welfare plans, including pensions, life insurance, hospitalization and health insurance for dependents of men who are called into military service.

The management training group has grown steadily from the outset as the original members recognized the personal benefits from the program and the greater efficiency with which their own departments work as their over-all understanding of company problems increases. It is a group responsibility to invite others into the group and to bring the new members up-to-date. The management training group now includes about 40 men and has moved its meetings from the dining room to the new auditorium which Brown-Forman has

recently completed. So far no "hurt feelings" have developed on the part of anyone who has not been invited to join the group, because the present members are concerned with including as many persons as possible and providing some sort of training program for all employees. For instance, working plant trips are organized for anyone who shows by his own initiative that he will benefit from a study of the entire plant.

"The management training group is not a club," Mr. Johnson explains, "and membership is determined entirely by a person's position in the company and his desire to improve himself.

"The program has already paid dividends. Our achievements may seem small, but they are gratifying, considering the short length of time we have been working on the program.

"For example, the luncheon meetings alone have given us all a better understanding of what the other fellow is doing. It has cut down by 90% such questions as 'Why doesn't the engineering department do so and so?'

"The reports handed in by new trainees as they complete their work in each department are in great demand by department heads. They give us a check not only on the trainee's ability, but on how much other workers in the department understand its function and responsibilities. A naive viewpoint is sometimes not only refreshing, but constructive."

The committee took over the training programs already in operation in various departments. Their first graduate was Henry Wells, a dining room employee who is now taking a finishing course in various sales regions before being assigned to a specific market.

Committee members take great pride in their selection of Graddy Richard for administrative assistant to W. L. Lyons Brown, the company president, and George Garvin Brown II, executive vice-president in charge of production.

And what does the president think of the program?

"The entire program operates to the benefit of the company," Mr. Brown says. "The management of a corporation is not only the president and the vice-president, it is the entire body of men who have been assigned executive duties. Management of the modern corporation is a team, and a team works best when everyone on it knows what the entire team is doing. Well trained junior management is one of a corporation's greatest resources."



**GO EAST, YOUNG MAN . . .** Harry A. Berk is leaving Foote, Cone and Belding International Corporation (He was it's president.) to become a partner, director and v-p of Warwick & Legler, Inc., New York ad agency. . . . He's not the sort of guy who prefers doing things in reverse. But if he hadn't, at least once, he might still be a newspaperman in California. For Berk is a native Californian, started his career as a member of the editorial staff of the *San Francisco Examiner*. He ignored the advice of another newspaperman, a Mr. Greeley, and treked East in '32, to join the late J. Stirling Getchell in New York. He was with Getchell seven years as a v-p, copy chief and, at one time, radio director. Then, just prior to the war, he opened his own agency and at the same time acted as assistant to the president of Willys-Overland. When war came he joined the WPB, subsequently was commissioned a colonel. As such he was overseas representative to Major General Osborn, head of the War Department's Information and Educational Division. Four times he was decorated for his work in organizing Army information. At the end of '45 he was appointed assistant to the Personal Representative of the President. He joined FC and B in '46, organized the company's overseas operation. When he resigned it was serving 33 accounts overseas.

**"WHEN OPPORTUNITY KNOCKS . . .** I believe in opening the door before somebody else does!" That's J. Wayne Luther talking. The same Wayne Luther who, for 16 years, has been general sales manager for The Mennen Company. And he's just opened another door: He's accepted the presidency and general managership of The Druggists' Supply Corporation, an organization comprising 140 of the leading independently-owned wholesale drug houses throughout the U. S. Luther will supervise and direct the greatly expanded merchandising and selling activities of the organization. . . . An unassuming man with a friendly, concise approach, Wayne Luther was born in the whistle-stop township of Grantsburg (population, about a thousand), Wis. While he was still in college he took his first job, as a traveling salesman. To do it he had to sell the Dean on the idea that he could ride the rails for Duluth Show Case Company for three months, come back to college and make up for lost time. He did it, too. After college he traveled fulltime for Duluth, came East in '29. Johnson & Johnson hired him later and he didn't open the Mennen door for four years—until '35. He went to Mennen as assistant s.m. . . . He's married, has a 13-year-old boy, and every week-end "I knock myself out on the golf course."

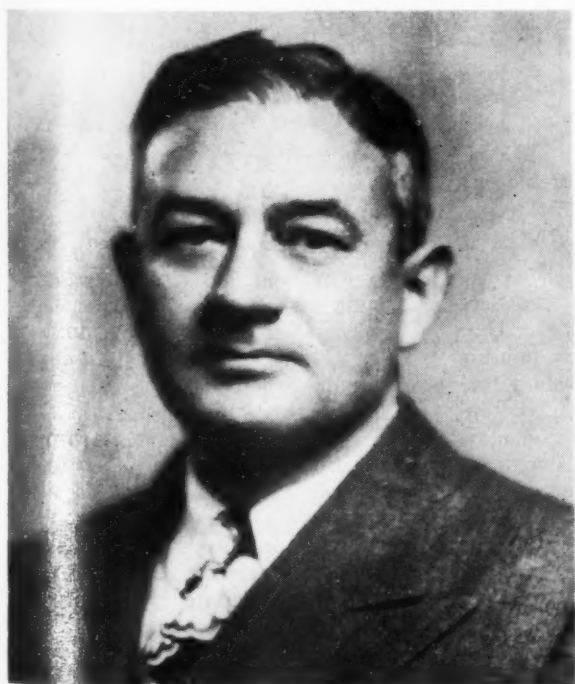


## They're in the News

BY HARRY WOODWARD



**"GIVE IT AN EVEN BREAK** with competition, serve it 'frosty cold' and it'll sell itself," says Dr. Pepper's new v-p and general manager. He's W. W. "Foots" Clements, a salesman's salesman. As a kid, in Alabama, Dr. P was his favorite drink. In college—the U. of Alabama—it became something more important. His job with the local bottling company helped him through college! In '35 "Foots" became a Dr. Pepper salesman; he's been selling the drink ever since. He sold it so well, in fact, that the parent company management, alert for topnotch producers, picked him out of the local organization, made him a zone manager. And after two years in the field he was called into Dallas headquarters, given charge of the national sales promotional program. He wrote new sales training manuals, applying basic fundamentals he had used so successfully, emphasizing illustrated matter, visual training aids. He made a hit with his salesmen: What's more, he made *better* salesmen of them.



**THERE OUGHT TO BE A LAW . . .** career—where John-Manville's William R. Wilkinson is concerned. Instead there was a *sales* career. And by following his natural inclinations he's arrived at the top sales post—(He's the new v-p in charge of sales) in the company he's served for 26 years. Bill Wilkinson studied law at St. Louis University but found the pull of winning his way with a brief case was too much: a brief case full of order blanks—not briefs! He hooked up with J-M in 1925 as a salesman in the New Orleans district. Then he held several sales posts in various Southern climes, was transferred to Milwaukee, where he was assistant district manager. After that: manager of the Building Products district office in Philadelphia. He succeeds L. M. Cassidy (See page 44, Feb. 15 issue) who recently was elected president and then took over the chairmanship of the board. Until he won the sales vice-presidency he was general merchandise manager of the Building Products Division, a job he'd handled so skillfully he was the only logical successor to Mr. Cassidy.

**Based on an interview with**  
**J. Q. McDONALD**  
**Export Manager, Caterpillar Tractor Co.**

With a crew of only 25 overseas salesmen, Caterpillar Tractor Co. covers the pampas, reaches into the deserts, the jungles, the sugar cane and pineapple plantations. But their best salesmen aren't on the payroll: They're members of the U. S. Army.



**HANDS ACROSS THE SEA:** Export salesmen for Caterpillar must know their equipment so thoroughly that they can train natives in every kind of service procedure, can help build efficient service departments. These Moroccans are repairing a track in Casablanca.

## **\$75,000,000 In Export: The Sun Never Sets on Caterpillar**

Caterpillar Tractor Co., Peoria, Ill., did a business of more than \$75,000,000 in export sales last year with only 25 salesmen. These salesmen flew more than 1,000,000 miles. Caterpillar has no other employees in the foreign field. Maintenance men are the concern of farflung distributors and dealers who have their own parts departments. Foreign distributors may send men to Peoria each year, and many do, for repair and maintenance training in a highly specialized school. However, the 25 salesmen are the only men in the foreign field on the Peoria payroll.

All of these men are paid in dol-

lars; all are eligible to participate in all plans for employees such as insurance and retirement pensions. When they take up residence in some far away land they take their families with them and all traveling expenses and moving costs for the entire family are paid by the company. Usually they go out for two- or three-year tricks, or longer. Some are linguists, but everywhere, nowadays, a man can get along very well if he knows only English because English is fast becoming an international trade language. Interpreters are seldom needed.

The foreign salesman must know

his Caterpillar machinery. Usually he is a man who has had a broad, all-around experience in the home plant in Peoria, as well as in the domestic sales field. Mostly he is a college graduate schooled as an engineer. That helps. While abroad, the salesman receives an allowance from the company to enable him to set up living headquarters. When the family is brought back, usually at the end of every two or three years "out," all at company expense, the salesman is given an accumulated vacation.

This period of return to Peoria is looked upon by the management as an investment. The idea: "We re-



**AMERICAN MATERIALS MOVING TECHNIQUES** come to Rhodesia. A Caterpillar Diesel tractor pulls 15 co-copans of limestone to the point where the railroad cars wait. It's a far cry from clumsy loads on human shoulders.



**NEW SOURCES OF WEALTH** are tapped when American heavy-duty machinery gets on the job. Kifura Sawmills, Moshi, Tanganyika, skid giant logs from the jungle to a mill landing by hitching them to a D6 tractor. American salesmanship brings revolutionary changes.

charge them at the factory."

"The best salesman the Caterpillar Tractor Co. has ever had in the foreign field," says J. Q. McDonald, export manager, who flew more than 50,000 miles in foreign countries last year, "is the United States Army. It was so during World War I, it was so in World War II, and it will be so in any other wars we may have.

"Wherever the United States Army moves in and puts Caterpillar machines to work the natives gape with amazement. They gather around, agog with excitement when they see bulldozers shoving trees out of the way, clearing spaces for camps and air fields, gouging out roadways and moving earth. Nothing of this is lost on native contractors, plantation operators, or anyone who has any job in hand that a tractor can do. Such men, no matter what their nationality, are sharp and they are quick to see how American tractors can speed up jobs and save expense. They are aware of money savings. It gets them and they want to get tractors."

This does not mean, Mr. McDon-

ald points out, that the Caterpillar salesman in the foreign field has a sinecure. He is likely to find out, when he gets out yonder, that he is one of the busiest salesmen in the world. His responsibility is to do everything possible, within his abilities, to develop business. This involves a multitude of ramifications such as selecting and training dealers whom he will be responsible for appointing; training their organizations and educating them in new methods; demonstrating and lecturing, often through the use of motion picture films; carrying messages and information to dealer meetings and customer meetings.

#### **Salesman is "Mr. Caterpillar"**

"Out there, thousands of miles from the home office, our representative is the Caterpillar Tractor Co.," says Mr. McDonald. "He is Mr. Caterpillar himself. He has to be there with a ready answer whenever a question is asked."

In selecting personnel for foreign duty, Caterpillar likes mature men.

However, it has no arbitrary age limit for starting. Some men acquire maturity at an earlier age than others. Twenty-eight years is about the youngest, but since the war a very limited number of men have qualified at twenty-five. The oldest man in the foreign field is 54. One returned last year at 65. He had been in company employ since 1916 and abroad since 1926, mostly in South Africa.

The organization of Caterpillar's Export Department, in Peoria, is like this: Under Mr. McDonald, export manager, is one assistant export manager. Next come three export divisional managers, one for Latin America, the second for Europe, except Greece. His field includes Hawaii, Australasia and the Far East. The third is responsible for Greece, the Middle East, India, Pakistan and Continental Africa.

Office personnel includes 12 men, all specialists, one of whom is temporarily assigned to the company's New York office. Eight men comprise the translating staff. One of these is supervisor, the rest assistants.

A manager and one assistant are maintained in the New York office; one in the Washington office as export representative.

Caterpillar, like any other company carrying on an extensive export business, today finds a Washington representative essential. Today export bumps head-on and quickly into a wide variety of trade barriers. Every country has import controls which limit the exportation of dollars. Every dealer abroad must go to his own government to get an import license, with a dollar grant, before he can make a purchase in the United States.

### Export Hurdles

From our side, the exporter must get an export license in Washington. Before he can ship, he must fill out forms and send them to Washington. It normally takes from six to eight weeks to get through governmental red tape. The hurdles are many.

The Caterpillar company was organized in 1925 when the Holt Manufacturing Co. and the C. L. Best Co., both West Coast organizations, were combined. The Holt company was then operating a plant in Peoria. Before World War I, the Holt company had developed some export business, mainly in the Argentine and Europe. The building of a foreign staff with view to world-wide export was begun in 1926. Before that the method was to send a man, say to Africa, to find dealers, demonstrate, and get them started.

"We learned very early that the best way to sell our machines is to show what they'll do," says Mr. McDonald. "They are not bought for beauty but for performance. Our greatest demonstration abroad came with World War II. The Army was using tractors everywhere to work over the face of the world. That gave us demonstrators everywhere. We surely had a bunch of 'salesmen' at work."

The speed and success of the Army's operations, world wide, was one of the chief factors in building Caterpillar's extensive foreign dealer setup, he insists. The company now has 124 foreign dealers who maintain 285 places of business. Mr. McDonald soliloquizes: "A very good cushion when things go bad. The strongest heavy machine setup in the world."

Putting maintenance and repair in the hands of its dealers has numerous advantages. One of the biggest of these is that native dealers can better meet the local problems of labor. In almost every country, too, qualified



**SOUTH OF THE EQUATOR:** Evidence that a Caterpillar man's been to Bolivia. Here's a glimpse of the largest logging operation in Bolivia northwest of Santa Cruz. The machine is a Caterpillar Diesel D7 equipped with winch and Hyster logging arch.



**HOW DO YOU SAY "SPARE PART" IN ARABIC?** This modern service station layout belongs to Egyptian Engineering Stores, Alexandria, Egypt. It's there because American salesmanship is breaking the habits of centuries, showing how to lift production.

mechanics are available now or are mechanical-minded enough to be readily teachable.

If Caterpillar tried to do everything itself, the management reasons, it would have tremendous problems, endless complications, and a heavy overhead which in bad times would be dangerous. In dozens of countries there are sleeping dogs that may suddenly wake to bite you as, take now, China and Korea. The native businessman can face such emergencies better than an American factory and

probably come out of it with fewer wounds.

Every year Caterpillar operates a school from April to July. From 30 to 40 men, many from the farthest corners of the earth, come annually for a course of training in tractor maintenance. The majority of them, surprisingly enough, are mechanical, electrical, civil or agricultural college graduates. This goes, too, for the company's own men in training. Eight or 10 of these are now in training.



A TURKISH EQUIVALENT of an American distributing organization, like its opposite number in Pennsylvania or Oregon, has informal sales meetings to discuss market and service problems. Here you're looking in on just such a meeting in Adana, Turkey.



**JOBS GALORE**, from Cape Town to the Arctic Circle, are waiting for more heavy-duty equipment from U. S. factories. Here a Caterpillar motor grader spreads blacktop on a street project in Caracas, Venezuela, S. A. Photographer: a Caterpillar salesman.

Company salesmen, destined for the foreign field, are not only trained in repairs, maintenance and service, but in correspondence. This correspondence, too, has a distinct export background. Such training may last from three months to a year, but before the man goes out into the foreign field he is likely to be given from three to six months experience with some domestic distributor. This, of course depends on his background.

Caterpillar export representatives and field engineers receive all direc-

tives and other types of information from the five departments which they actively represent: the Service, Parts, Sales, Advertising and Credit departments. They receive copies of all direct mail advertising literature, motion picture films or announcements about new films, strip films and proofs of newspaper mats. The company also supplies new specification sheets and other sales kit releases.

These overseas employees are recipients of the same company publications, letters and other material

which all domestic personnel receive. In this way they are kept informed about happenings within the company itself and are made to feel more a part of the organization than their distance from the home office would indicate.

In return these representatives report monthly to the Export Department and also keep company officials informed on political, financial and business trends in their respective localities. All are provided with cameras with which they take pictures of Caterpillar equipment at work throughout their respective territories. These are submitted to the Advertising department together with a complete data sheet for each job.

### Dealers Are "Doers"

In choosing dealers abroad, the company exerts utmost care because it is its policy to change them reluctantly. Firms are wanted with experience in the heavy machinery business. The applicant for a dealership must be financially able and willing to establish a parts and service organization, unless he has one already. He must give proof that he will, as we say here, get out and do things. He will be expected to cooperate with Caterpillar representatives who, traveling far and wide, hold local service meetings and schools. They must be willing to learn about Caterpillar machinery. Usually they do, eagerly.

The eagerness of some dealers to show their regard for Caterpillar is, in some cases, almost pathetic. A better word, perhaps, might be inspiring. Salesmen dropping down on some far away operation, perhaps hewed out of a jungle or out of some desert, will sometimes be met by a customer with a tractor. He may speak affectionately of this machine, as though it was a member of his family.

When a spot on the earth, isolated for thousands of years, jumps suddenly from oxcarts to tractors and airplanes, it is hard to describe the emotions that rise in the hearts of men who live there. It is more startling, however, to the Yankee salesmen abroad to find Bolivian Indians and Eskimos in the Arctic flying in airplanes with the matter-of-factness of an everyday commercial pilot. Strange things are going on.

The company participates with its foreign dealers in the physical make-up and cost of advertising through the media of newspapers, magazines, radio, fairs and exhibits of a regional nature. The dealers on their own handle poster advertising, directories,

demonstrations, annuals and programs.

In addition to the cooperative program, Caterpillar furnishes the dealer with advertising novelties and ready-made newspaper mats of publicity nature in several languages.

In the direct mail literature line Caterpillar provides dealers with translations of selected English language booklets, broadsides and envelope stuffers. An adequate quantity of special booklets is also prepared. These special booklets deal with types of applications that are very limited in the United States. For example, a booklet concerning Caterpillar equipment at work in sugar cane production would be of special interest to prospects and customers in such areas as Latin America, India and South Africa. Wherever possible job application pictures and testimonials in these booklets are taken from the areas involved.

### Foreign Service Manuals

In addition to the advertising pieces, dealers are provided with foreign language versions of operator's and service manuals, cutaway wall charts and specification sheets for all products.

Caterpillar's foreign advertising program for 1951 includes horizontal broad coverage advertisements in such magazines as *Life International*, *Time Atlantic*, *Time Latin American*, *Newsweek Continental* and three editions of *The Reader's Digest*. Advertisements are also placed in various construction magazines in three languages, agricultural magazines in four languages and industrial magazines in two languages.

Caterpillar products are presently being sold and serviced in every country in the world except those under Communist control, a total of approximately 70 different countries in all.

Caterpillar's foreign operations have gone through other swift changes in the last few years. Not long ago when a man was sent far away, take South Africa, Australia, or the Far East for example, he would travel by slow steamer maybe six or eight weeks to get on the job. When he wrote a letter back home to the main office, it would require twice that time for an answer. There was no air mail, no radio, and often no cable. Mr. McDonald lifted a sheaf of papers, which had been lying on his desk. Said he:

"Orders just in this morning by wireless . . . Mackay . . . RCA . . . Tropical . . . French . . . All-

America. If a salesman wants to go into detail and write, there's hardly a spot on earth where he can't, by using airmail each way, get a reply in a week. Or, mostly, if he is in any important city, he can get us on the telephone if the matter is important and urgent.

"Big things are going on in many countries today; important developments in Israel, in India, in South and West Africa, in Rhodesia, the Congo, Australia, Brazil, Peru, Chile, Mexico. It's a tragedy when I see how they need and want tractors we can't supply them.

"If only we could get the steel, if the people out there could get free dollars, if we could get rid of the red tape and the delaying licenses and permits for export—how fast American machinery could solve the food problems of the world! In their new awakening they thirst for our equipment like men dying in the desert for want of water—and it is so out of their reach!"

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**"Enthusiasm is a combination of energy and emotion. It is intense emotion which produces a deep impression on customers and arouses their interest. It is easier for a buyer to listen to enthusiastic salesmen than to think of other things."**

**"Successful Salesmanship"**  
by Paul W. Ivey

---

Mr. McDonald had a book on his desk. It was titled, "The Ground Nut Affair." It told the story of England's multi-million dollar fiasco; its illfated attempt to open up 300,000 acres for peanut culture.

He explained that the British government had tried to buy new Caterpillar tractors for the project. They were not available. So the battle areas of the world were searched for used tractors. They came from everywhere, but they were in poor condition, many scarcely more than wrecks. Mechanics tried to cannibalize them. It didn't work. So, largely because of lack of equipment, the great historic flop.

It has been a different story in

India. There a vast area, as big as several states in the United States, had been overrun by Khans grass. This is a tall, reedy, worthless growth with tangled roots as strong as steel bands. Nothing had ever whipped it until Caterpillar tractors moved in pulling powerful knives that cut through the roots deep under ground. That kills the Khans grass in a season and abundant crops follow.

### "Catskinners" Develop Soil

Dramatic problems such as these inspire Caterpillar salesmen the world over and make it easier to keep them on their jobs. Catskinners, as the men operate the tractors are widely known, are helping to develop uranium, chrome, iron and copper mines the world over. They are used to drill for oil and to haul oil rigs in many lands. As bulldozers, they are gouging out nets of highways. They are opening up new virgin forests for lumber.

Two hundred freight boats on the Nile are powered with Caterpillar engines; they run fleets of fishing boats; they pump water for irrigation projects and are the power for electric light plants. In Iraq the Caterpillar fleets are bringing back into production, through irrigation projects, lands that were prosperous thousands of years before Christ. As they work they turn up traces of irrigation systems forgotten for 2,000 years or more.

"If there is any one thing that might be called a key to Caterpillar's successful selling abroad," says Mr. McDonald, "any one magic tool that has helped us to export more than \$75,000,000 worth of our equipment in a single year, it might be this:

"Every man employed in a key position in our home office, in any export administrative job, has had extended experience abroad as a salesman. That is something you don't find in the setup of many companies. Too many manufacturers fail to grasp that point. We don't think that just because a man is a son-in-law of the boss you can put him in charge of the export department and expect it to run. An export department is not an orphan child, as so many think. Here at Caterpillar it gets close support from topside, and from all other departments of the company.

"What keeps our men on the job out there? The fascination of it. Being a part of improving living standards throughout the world. Contributing something to mankind."



# **N**ew way of handling Long Distance

**Operator Toll Dialing proves a big help in these  
busy days of national preparedness**

Long Distance lines are really humming these days. There are many more calls than a year ago. More are from the Nation's industries and Armed Forces, hurrying the country's most important job.

A big help in keeping these calls moving is Operator Toll Dialing — a remarkable new telephone development.

You give the Long Distance operator the number in the usual way. She quickly presses several keys and your call goes straight through to the telephone you want in a distant city.

It makes for faster service — especially on calls that formerly were relayed through other cities.

With so many more calls on the lines, it's a mighty good thing that Operator Toll Dialing was developed and is now available and in use in so many places. About one-third of Long Distance calls are now being handled in this new way.

It is just one of many ways in which the growth and improvement of telephone service are now proving of extra value to the Nation in these days of preparedness.

**ANOTHER STEP FORWARD . . .** More and more telephone users in a growing number of metropolitan areas can now dial Toll calls direct to nearby places the same way they dial Local calls . . . **BELL TELEPHONE SYSTEM**





**FANTASTIC?** To bake a cherry pie at 400 degrees Fahr. for 30 minutes in an oven containing a quart of ice cream? And not have the ice cream melt? Ice cream is wrapped in Fiberglas.

FIBERGLAS roadshow is on a 29,000 mile tour lasting 18 months.



## Why Fiberglas Tells Its Story With Man-in-the-Street Talk



Someone always was asking, "What is Fiberglas?" A technical description, Owens-Corning Fiberglas Corp., Toledo, O., knew, was not always the best answer. If Fiberglas were to broaden its market the company felt that it should be telling its story in terms readily understood by non-technical as well as engineering minded prospects.

On these pages you'll see how Fiberglas has translated technical lingo into man-in-the-street talk. Now, for example, when the company demonstrates Fiberglas' qualities of insulation it bakes a cherry pie (at 400 degrees) in the same oven in which a quart of ice cream remains frozen. An engineer might state essentially the same facts in terms of the K factor or BTU's—and confuse listeners.

These photographs are of demonstrations being made by the five-man Fiberglas Product Demonstration show. The FPD is on an 18-month, 29,000-mile circuit of 112 American cities, and shortly will move into

**CRAZY STUNT?** Perhaps it is to place a pot of hot coffee in a refrigerator and leave it for 30 minutes—and find it still hot. Fiberglas protects against cold, holds heat.

Canada. FPD combines elements of a circus, medicine show, and an audience participation program. Fiberglas invested some \$50,000 in the show before it hit the road in September, 1949 before an audience of 13. To date, 33,000 people have seen it.

The Fiberglas show is a long-range institutional program, which has, not too surprisingly, produced many spot orders. Show audiences, assembled directly by invitations issued by Fiberglas branch offices, often include electrical corporation executives, architects, grocery chain officials, insurance underwriters, physicians, contractors and people from some 130 business and professional categories. Few in the audiences are aware of the wide range of Fiberglas products; hence skits are keyed to lay understanding.

The FPD show moves by car and in a tractor-trailer. The five-man crew act as performers and stage hands. Shows usually are held in hotels.

Major responsibility for pre-preparation for meetings rests with Fiberglas branch managers. To guide them, Fiberglas has issued a loose-leaf booklet of information. It declares: "No one is 'Too Big' to invite to the FPD show."



**7-MINUTE TEST:** Even a man can wash and rehang these sheer Fiberglas marquisettes—truly glass curtains. If a man can do it...



**WET-RESISTANCE:** This electrical motor—impregnated with silicone varnish—will operate readily under water. Results are obvious.



**RESILIENT:** Strength and resiliency of this Fiberglas-plastic fishing rod are shown. Rod does not warp or rust. It returns to its shape.



**STRENGTH:** Bakers are quick to get the idea that this Fiberglas-reinforced plastic tote tray will stand up. It's easy to show proof.

# Adventures in Shopping

BY THE SALES MANAGEMENT STAFF\*

Some manufacturers kid themselves into thinking they have consumer demand, when all they have is consumer acceptance; others lose sales because they release their advertising before the merchandise is available . . . Here's what's happening at the court of last resort to such branded products as:

Armour's Dash

Beacon wax

Chicago roller skates

Corning Glass ozone bulbs

General Electric germ-killing lamps

General Food's Gaines meal

Grant batteries

Hickok sets

Johnson wax

Kroehler furniture

Morrell's Red Heart

Osterizer juicers

Ralston Purina Dog Chow

Simoniz wax

A. G. Spalding mitts

Swank sets

Union Hardware skates

Waring mixers

In the current sampling of what actually takes place at the dealer's counter—as against what the brand manufacturer fondly *hopes* is happening—we find further evidence that the brand advertising and the store selling are seldom co-ordinated:

1. The advertising breaks before the merchandise is available, or . . .

2. The salespeople haven't heard of the advertised offer or the talking points used in the advertising, or . . .

3. They have heard them but don't believe them, or . . .

4. The distribution is spotty and the consumer takes another well-known brand, or . . .

5. They have the merchandise but can't or won't demonstrate it.

No wonder Edward R. Taylor, sales manager of Hotpoint, Inc., says: "Frankly, I get the cold chills when I think of the millions of dollars American business spends on advertising, sales promotion and product exploitation which condition prospects

in favor of our products, and, in fact, encourage them to come into our dealers' stores, only to have some retail salesman sell them one of our competitive products instead."

## 30. Advertising that Beats the Gun

Alberts Furniture Co., Hempstead, N. Y.

We have always admired the styling of Kroehler furniture and when we saw a *Life* color page on a new set we called the company's New York office to find out whether there was a Hempstead outlet. Yes, Alberts.

When we entered the store we found a blow-up of the *Life* ad in a prominent front-of-store position—but none of the sets in stock. There were some on order. They had no idea when they'd be coming in.

The salesman did a good job in trying to sell us some other Kroehler chairs, pointing out such features as double-spring construction, anchor wires and the like. He used another

brand (no tag, name unknown) to demonstrate how much more Kroehler gave for the same money. It wasn't his fault that he didn't make the sale.

Incidentally, a store manager came by and asked, "Is someone taking care of you?" I said, "Yes, some one is working on me."

"Oh no, sir," he said. "Not here. Our men work *with* you."

(*Editors note:* Delays in delivery are often unavoidable, but just as frequently companies are so proud of their new product that they release the advertising long before dealers have stocks. From Los Angeles comes a report on an attempt to buy a Corning Glass ozone-generating bulb which the SM representative had seen advertised. The dealer commented that apparently the ad had reached the Coast, but not the merchandise. He called his wholesaler—but he had not even heard of it. He put on a good sales talk for the General Electric germ-killing lamp, but the SM man decided to wait.)

\* Fifth in a monthly series

# what makes some ads seem anaemic ...to the reader?



Many a bright-eyed ad that leaves its *sponsor* beside himself with pride in his product leaves the *prospect* asking, "But what will it do for *me*?"

Such ads are deficient in the most potent selling vitamin: a clear, forceful, unmistakable picture of how your product serves your prospects' self-interests.

## Self-interests are many

One company spent thousands advertising COMFORT as the prime contribution its product could make to its users. Certainly *comfort* was an important end-result this product produced. But a modest amount of "Ditch Digging" disclosed that it was mainly the SAVINGS it made possible that interested the people who bought it; savings that needed dramatizing in different ways to separate groups of prospects!

Another advertiser had learned from his selling and servicing experience that ECONOMY was his password to business. But as his business expanded from market to market, he found that *economy* had to be translated in different ways. In one market it meant *salvage* of worn parts; in another, *protection* against corrosion; in still another, labor and time saving operation.

If it's possible that a shot of "user interest" vitamins might tonic your advertising, we'd like to discuss four simple "Ditch-Digging" steps that help advertisers get more for their money.

1. Finding out who has to be sold.
2. Finding out what appeal works best in selling them.
3. Finding out how and where to reach the greatest possible number of them—economically.
4. Then REACHING THEM, often enough.

Giving the right answers to "What will it do for *me*?" to the right people at the right times in the right way means more SALES at lower unit sales cost.

## THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LExington 2- 3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



### 31. Brand Names Don't Mean Quality

Macy's Flatbush, Sporting Goods Section  
Brooklyn, N. Y.

After trying in vain to get a salesperson's attention at the perfume counter (a birthday was coming up) and in the small appliance section where I waited 15 minutes without attention, I went to the skate counter. Here I expected prompt attention, since only a few feet away two salesmen were chatting together. I thought

one of them saw me and I began to look at the models on display. Eight minutes went by.

Finally I called out and asked for some attention. Without sounding me out on brand or price the salesman said, "Here's our special" and pointed to a cheap, unidentifiable model which I had already passed up.

"I'm looking for a Union Hardware pair."

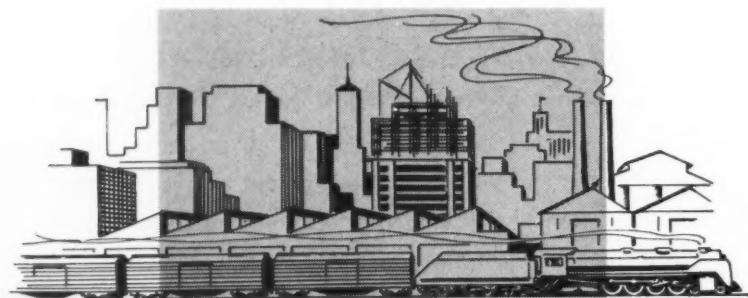
"Union? We don't carry that brand. You wouldn't be satisfied with it. Here, let me show you the Chicago line." The salesman demon-

strated the double-strength platform, the rubber shock absorbers and the double ball bearings of the wheels.

Patently I pointed out that my son had specifically asked for Unions, and I went on to say, "You know a boy likes brands—just like Spalding on his fielder's mitt."

"Mister, Spalding doesn't make its own gloves. They only put their labels on gloves they buy from others."

How that gratuitous remark was going to sell skates was beyond me, and as I didn't want to undertake the job of switching my son, I went elsewhere.



## Industry Builds Prosperity for WORCESTER

Current industrial activity throughout the Worcester Market carries with it prosperity for 117,248, industrial workers and their families. These workers earn an average of \$66.93\* per week in the 1,334 diversified industries within this prosperous market. The value added by manufacture in this area, ranked as the 22nd industrial county in the nation†, totals \$534,227,000.

WORCESTER IS THE 4th BEST TEST MARKET among the nation's population centers in the 150,000 — 250,000 population group.‡

### WORCESTER'S WONDROUS TWINS

Industrious and prosperous, Worcester families are ready buyers of your products when you advertise consistently in the Worcester Telegram-Gazette. Daily circulation in excess of 150,000. Sunday over 100,000.

#### Sources:

\*Mass. Dept. of Labor and Industries Jan. 1951

†Bureau of Census, June 8, 1949.

‡Sales Management Nov. Test Market Survey

All other figures from Census of Manufactures 1947.



2. intensive newspaper coverage

1. high buying power



## The TELEGRAM-GAZETTE WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS OF RADIO STATION WTAG and WTAG-FM

### 32. Low-Pressure Selling Sometimes Best

Maurice Rothschild, Chicago

My wife and I went into the Maurice Rothschild store recently with one thing in mind: to buy a suit of clothes. We drew a venerable salesman, a man edging 80. After looking through one rack, I said: "I like this suit."

Now by all rules of selling the salesman should have stopped right there and closed the deal. The rule, you know: "Watch the customer's eyes. Watch his hands. If he shows interest, start to close. Don't show him anything else. It will only confuse him. Quickly, close the sale."

Did this salesman do it? No. He said: "Let's look around some more. You may find something you like better."

He showed me a lot of suits. I said: "I like that one back there. It's OK."

"Let's look just a little more. I've some suits over on this other rack I'd like to have you see."

Finally I said: "No, that one back there. I'd like to try it on. I like it."

I tried it on and bought it. Now, the payoff:

My wife took me a bit aside and said: "He's so nice and thoughtful. I like him. Let's buy an overcoat, too. You don't get so thoughtful and painstaking a salesman often. And you'll soon need an overcoat anyway."

He was just as painstaking about the coat. We bought it. A coat we hadn't intended to buy when we entered the store. Was he a poor salesman when he violated the first, the cardinal principle of selling? I wonder.

(Editors note: Most of our reports stress indifference on the part of salespeople. Friendly interest is so rare that it must be rewarded!)

### 33. How Advertised Brands Get "Mouse-Trapped"

Abraham & Straus, Housewares Department  
Brooklyn, N. Y.

Our shopping list called for floor wax and as we went into the department my wife mentioned that she thought Johnson's had some sort of free deal, but she couldn't remember the details.

On display were many types, sizes and brands, including Johnson. Before we had a chance to say anything, the salesman waved in the direction of the display and said, "Beacon is the only line that went up in price. All the others were caught in the price freeze."

Well, that disposed of Beacon so far as we were concerned, and pretty much nullified the Beacon advertising. My wife mentioned that we were Johnson Glo-coat users. That should have given the salesman the green light to wrap up a quick sale, but instead he asked, "Did you ever hear of Ultra? I use it and our buyer thinks highly of it."

We registered no interest and the salesman followed with, "and that Simoniz is good, too." We said we'd be back, but instead we dropped in to our neighborhood hardware store where the proprietor went out of his way to recommend Johnson as a particularly good buy currently because of the free deal offer which he explained.

### 34. This May Be an Answer to Sears' Success

Macy's—Chas. Brown & Sons—  
Sears, Roebuck & Co.,  
All in San Francisco

I went into Macy's fully intending to buy an electric food liquefier or juicer, but ignorant of brands, had no preference in mind. None was on display in the small appliance department so I told a saleswoman I would like to see some. She looked vaguely about, said, "Oh I guess we're all out," and turned her attention to something else.

As it was, I walked out of the store and two blocks to Charles Brown, where there was a nice display of the Osterizer brand of juicer on the main floor. There were several types and I began to examine them. Spent about 10 minutes at the table, carefully inspecting the items, lifting one up, looking at price tags. There were salespeople about. None paid the slightest attention or came over to ask to give me a demonstration and to tell me the difference between

the types, which I wanted to know. Any bright salesperson would have recognized a serious prospect. After 10 minutes of no attention I walked out.

I drove to Sears, Roebuck. I began to examine their house brand of juicer, the Kenmore Liquidizer, displayed at some distance from where the salesman was busy. In a few minutes I walked up to the salesman and said I was interested in a juicer.

"Many people don't realize it, but this little machine does many things besides liquefy vegetables and fruits. It chops meats, whips cream, blends drinks, beats eggs and, if you like, you can mix the ingredients for cakes, desserts, waffles and soups."

I said I had looked at other makes of liquidizers and wondered what the difference was. He replied: "I used to sell the Waring. I wouldn't say anything against it. But here is one thing the Kenmore has that you won't find on other brands, although they cost more." Demonstrating, he went on: "Ours has two speeds to the motor, a high and medium speed, which makes it more flexible. When you read the instruction and recipe booklet enclosed with the machine you'll be surprised at all you can do with it."

I mentioned the Osterizer which I had looked at in Charles Brown. "That's a good machine," he said. "The place they make it is my home town—but you'll notice that these other brands have a lot of nickel and fancy trimmings. The Kenmore brings you a sturdy appliance with all the performance in a durable form at a far lower price." It was \$21.63, while the two I had looked at in Charles Brown were \$34.95 and \$39.95. Maybe they had superior advantages on which I could have been sold—but I'll never know.

The Sears salesman was showing me how the small round opening in the plastic cover made it possible to add ingredients, while the mixing process was going on, without wild splashing from the action of the blades.

I mentioned that the Kenmore appeared lighter than the Osterizer; for example, did it have a lighter duty motor? "Not at all," he said, "the Osterizer has a heavier base."

I bought the Kenmore.

### 35. But Sears Can't Sell Them All

Stanley Texaco Station, Battery Section  
Richfield, Minn.

I told the station owner that my year-old battery, while it had a two-

## GET INTO THE FIRST DIVISION

... by investing your dollars in the Davenport Newspapers to capture the rich Quad-City market (Davenport, Iowa, Rock Island, Moline and East Moline, Illinois). 1950 Sales Management Survey of Buying Power figures reveal total effective buying income of \$418,578,000, with Davenport having an average effective buying income per family of \$6,213!

**PUNCTUATE YOUR SALES  
IN THIS  
RICH QUAD-CITY MARKET  
BY USING THE  
DAVENPORT NEWSPAPERS**

*The Only Newspapers with  
Home-Delivered Circulation on  
both the Iowa and Illinois  
sides of the important  
Quad-City market.*

*The Davenport  
Newspapers*

**THE DAILY TIMES  
THE DEMOCRAT & LEADER  
represented nationally by  
Jann & Kelley, Inc.**

**See...**

**DO-97 Opens  
Door for Larger  
Sales of  
Equipment and  
Supplies**

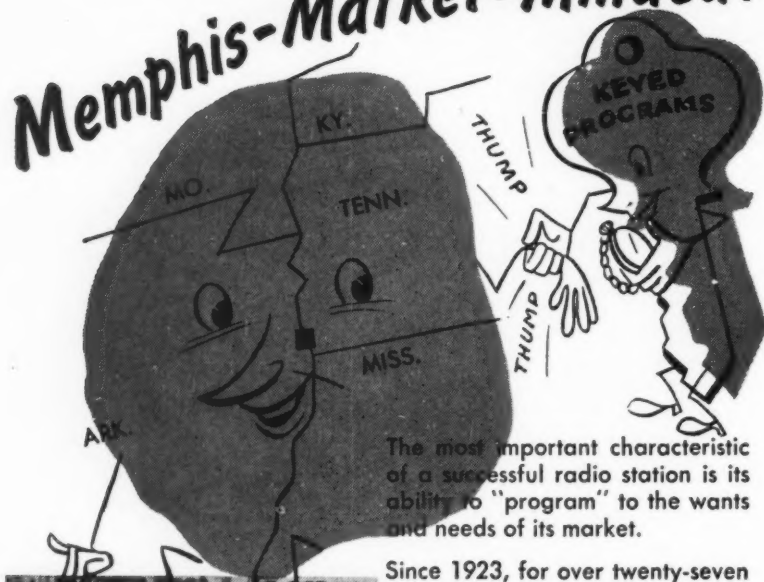
Learn how maintenance-repair operating equipment sales can multiply where dealers use new MRO order designed to keep our farms and factories humming.



**BUILDING  
SUPPLY NEWS**

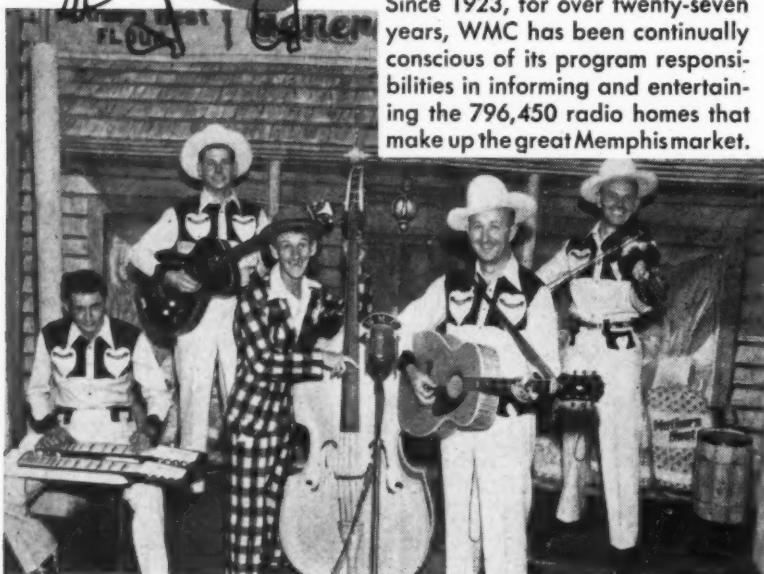
5 South Wabash Ave., Chicago 3

# WMC is Memphis-Market-Minded!



The most important characteristic of a successful radio station is its ability to "program" to the wants and needs of its market.

Since 1923, for over twenty-seven years, WMC has been continually conscious of its program responsibilities in informing and entertaining the 796,450 radio homes that make up the great Memphis market.



## Mayor of Skunk Hollow

Here is a successful example of WMC's Memphis Market-Mindedness! Since 1943, Slim Rhodes and his Mother's Best Mountaineers have broadcast continuously over WMC five quarter-hour programs a week for an imposing total of 1,990 quarter hour periods.

—and here's what the sponsor thinks of it! "Slim Rhodes and his Mother's Best Mountaineers have been a vital factor in making Mother's Best Flour a Mid-South favorite.

"The fine reception our program has enjoyed for nearly ten years is reflected in our sales figures for this area."

(Signed)

R. W. Vollmer  
Southern Sales Manager  
Nebraska Consolidated Mills



**WMMC**  
MEMPHIS

**WMCF**  
**WMCT**

National  
Representatives,  
The Branham  
Company

260 KW Simultaneously Duplicating AM Schedule

First TV Station in Memphis and the Mid-South

Owned and Operated by The Commercial Appeal

**NBC-5000**  
**WATTS-790**

year guarantee, didn't seem to retain the pep necessary to keep a car starting in this deep-freeze section of the country. He recommended a Grant battery, one size larger than that specified for my car, and costing \$21.95.

I mentioned that Sears, Roebuck had been advertising batteries for a lot less than 22 bucks and asked whether there was anything wrong with them.

"Of course there's nothing wrong with them except that you get what you pay for and those \$12 batteries just aren't built for this country," he said. "Besides, if you go down to Sears they'll try to sell you a good battery, and it will cost just about what that Grant battery does. They will sell you that cheap battery only if they can't get you to buy one built for this country."

When I seemed hesitant about laying out the 22 bucks he said he had stocked precisely five Mitchell batteries, costing considerably less, "and I hope I have every one of them left when spring comes." He said, "I bought them for the same reason that Sears handles inexpensive batteries—I'll sell them as a last resort."

(Editor's note: This isn't the first report to indicate that the best and most intelligent selling is more likely to be found in the small store rather than in a big one.)

## 36. "Why" Questions Are Seldom Answered Elkins Haberdashery Brooklyn, N. Y.

Here is a smart shop which features branded lines. In the window was an effective display of the Swank line. I went in because I had the problem of buying ushers' gifts, and link and tie-pin sets were a possibility.

I told the salesman that I was in the market for four sets—and pointed to the Swank sets in the showcase. Some, I discovered, were gold plated others gold filled. Both were guaranteed. I'm no expert on jewelry, and asked the salesman to explain the difference in prices.

I wasn't quite satisfied with his answer that it was only a "difference in design" which accounted for the price differential. I decided to explore another brand, and pointed to a small Hickok selection. He brought them out but brushed them off with the statement, "We don't do much with that brand." A third group were his "house" sets but he volun-

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# RCA's new "400" Junior

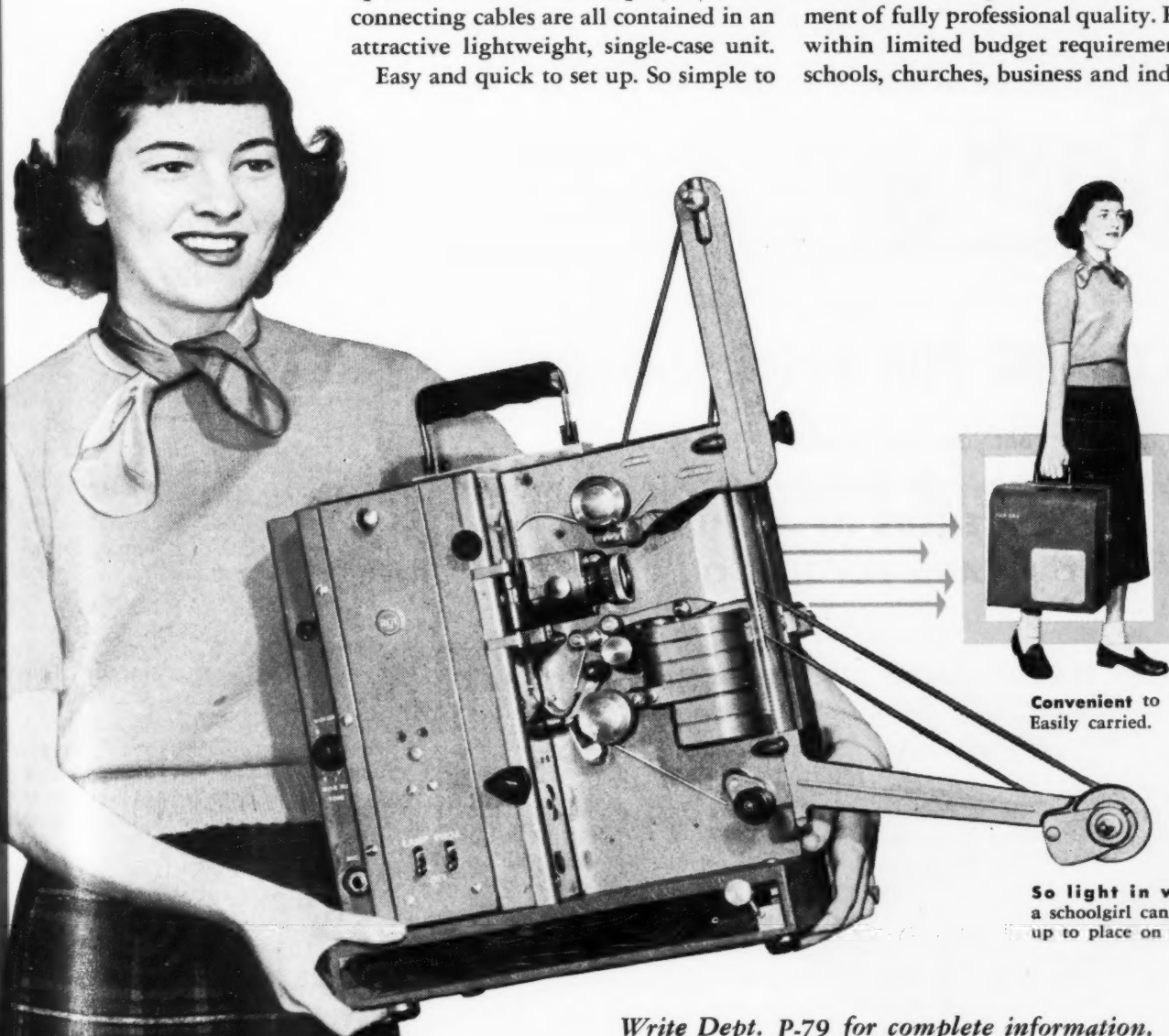
Lightweight (Complete Single-Case Portable)

## 16mm Sound Movie Projector

The new "400" Junior has all the features you have looked for in a 16mm sound projector. It is compact and portable. Speaker in lift-off cover, projector, and connecting cables are all contained in an attractive lightweight, single-case unit.

Easy and quick to set up. So simple to

thread, even a child can do it. Pictures at their best in brilliance and contrast. Sound reproduced with dramatic realism and full tonal range. Meets every requirement of fully professional quality. Priced within limited budget requirements of schools, churches, business and industry.



Convenient to handle.  
Easily carried.

So light in weight  
a schoolgirl can pick it  
up to place on a table.

Write Dept. P-79 for complete information.



VISUAL PRODUCTS  
**RADIO CORPORATION of AMERICA**  
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

*America's Leaders Recognize*  
**HEINN Binders as a Selling Force**



Any of these industrial leaders would tell you that Heinn quality means *high quality* . . . obvious in better appearance, operating ease and long, economical service. No matter what your special needs in sales-producing loose-leaf catalogs or brochures, Heinn's *exclusive* features can give you better value than you ever received before. Write now—no obligation.

# HEINN

MILWAUKEE  
ORIGINAL



## THE HEINN COMPANY

**324 WEST FLORIDA STREET**

**..MILWAUKEE 4, WISCONSIN**

ORIGINATORS OF THE *Loose-Leaf* SYSTEM OF CATALOGING

## LOOKING FOR BOOM MARKETS?

Set your sales quotas automatically  
according to the

## NEW CENSUS OF RETAIL TRADE AND POPULATION

plus the NEW 1951

## SALES MANAGEMENT SURVEY OF BUYING POWER

(Available May 10, 1951)

**All data available on I.B.M. cards**

Write for our free portfolio, "Facts about the Census & the SM Survey," incorporating three reprints from SALES MANAGEMENT by Jay M. Gould of Econometric. Address:

Dept. of Market Analysis  
The Econometric Institute  
230 Park Avenue  
Mu. 4-7800  
New York 17, N. Y.

## "Forecasting Business Is Our Business"

teered no particular reason for my buying them.

When I asked, "Are they a better value than Swank or Hickok?" he said, "No, they're all pretty much the same." I'm still in the market for ushers' gifts.

(*Editor's note:* Granted that poor retail selling will continue to plague brand makers, can't they do more to answer consumer questions by 'point-of-purchase' literature?)

### 37. People Will Walk Only So Far

Several Fairfield County, Conn., shops

The vet said we could feed the puppy anything we wanted. Soon we discovered that he had a terrific appetite for Armour's Dash and Morrell's Red Heart, but as an economy measure I suggested General Foods' Gaines meal.

My wife stopped in a South Norwalk pet shop where the salesman said, "Your dog won't like it." She bought a 5-pound box anyway. No complaint from the pup. He began to grow so fast that she next bought a 25-pound bag—but this time it was Purina Dog Chow because that's the only line handled by the Clapboard Hill Co. in New Canaan. Pup said "NO"—for three days, but then acquired a taste. However, we still had Gaines in mind and tried the New Canaan Grain Co. "Gaines? It's hard to get," the salesman told us. Anyway a new company bought them a year ago and it's not as good as it used to be." My wife said she was tired of all this running around for Gaines—and besides, puppy was fat and happy on Purina.

(*Editor's note: General Foods bought Gaines in 1943. The brand shifting in this household is a perfect example of the difference between consumer acceptance, and consumer demand. With many good brands to choose from, the consumer is likely to accept what is on hand.*)

(The sixth installment of "Adventures in Shopping" will appear in the May 1 issue. Reprints are available of December 15 and January 1 (combined) and of February 1 and March 1 (combined), at 25 cents each. They are available through our Readers' Service Bureau, *Sales Management*, 386 Fourth Ave., New York 16, N. Y.)

# 1st for 1950

among all U. S. Dailies in  
**CLASSIFIED ADVERTISING**



## Another Record Performance for The Miami Herald and the Greater Miami Market!

Again in 1950 The Miami Herald set the pace for the nation's daily newspapers in Classified Advertising.

The record 7-day total of 11,272,590 classified lines, reported by Media Records, is top-drawer proof that when it comes to readership and responsiveness you can't beat The Miami Herald.

It's a good indication, too, of the vitality of Greater Miami itself, -- a market that keeps right on surpassing its own outstanding record of prosperity and year-round activity.

What better place, then, to market your wares than in the one medium that delivers an entire statewide audience of buying readers...The Miami Herald.



**MIAMI -- An International Market**

JOHN S. KNIGHT, Publisher  
STORY BROOKS & FINLEY, National Reps.  
A. S. GRANT, Atlanta  
Affiliated Stations -- WQAM, WQAM-FM

# Boston Samples Concentrated Milk: Will It Revolutionize Marketing?

Consumers are smacking their lips over General Ice Cream's—and Hood's—concentrated fluid milk. This is the first field report on tests now being run by the milk marketing giants. An old industry is headed for change.



SAMPLE carts are key factors at the point-of-purchase. Many a skeptical shopper bought.

A distinctive new product, concentrated fresh fluid milk, homogenized and with vitamin D added, is soon to become an important factor in the field of milk distribution throughout the nation, judging from the favorable reception it was accorded when first tried out recently in a major test market, Metropolitan Boston.

The new product, launched by Deerfoot Farms, Newton Upper Falls, Mass., a division of General Ice Cream Corp., said to have the largest ice cream volume of any company in the country, is fresh milk from which a large part of the water has been removed. It is offered in one quart or one-third-quart paper cartons. Two parts of cold water are added to the concentrated milk, the larger containerful providing three full quarts of milk.

In the first week of the launching campaign, Deerfoot Farms opened more than 1,000 accounts for the new product, mostly with super market chain units and large indi-

vidual grocery establishments. One store of a well known Greater Boston chain sold 1,172 quart cartons over the first weekend. Another store is averaging more than 500 quarts a day.

The quantity of the new type of milk sold during the first week was 60% greater than the normal volume of regular fresh milk delivered to homes by Deerfoot Farms, although the latter business, continuing without letdown, is extensive and has been built up over a long period of years. Although the concentrating plant worked night and day and 28 trucks sped long hours delivering the new product, several store systems found it necessary to advertise on their own initiative, apologizing for their inability to meet the full demand temporarily.

Marketed under the name "Sealtest," long familiar as the General Ice Cream Corporation's brand of ice cream, the new type of milk, claim officials of Deerfoot Farms and Gen-

eral, cannot be distinguished from fresh milk even by experts, when it is mixed with water. It is selling in retail outlets for approximately two cents a quart less than regular homogenized vitamin D milk. The lower price is possible, it is pointed out, because of two-thirds less container cost, lower transportation expense and other factors. The money-saving theme is stressed extensively in the campaign.

Use of the new product in its concentrated form is strongly recommended for cereals, in coffee and for other foods with which cream ordinarily is used. Deerfoot claims that the milk will keep three weeks or more under refrigeration before water is added to it.

## Publicity Technique

Before the new product was launched, General Ice Cream and Deerfoot Farms officials announced it to press, radio, television, health, educational and other representatives during a luncheon at a Boston hotel. Included among those who participated were V. F. Hovey, president of General Ice Cream; Glenn Gundell, general sales manager, National Dairy Products Corp.; Dr. Lauren Hitchcock, director, Sealtest Laboratories, Oakdale, L.I.; H. G. Carr, manager, Deerfoot Farms; R. C. Crabb, milk sales manager, General Ice Cream. Gilchrest-Springs & Co., Boston agency, was in charge of the meeting.

The test campaign was launched with full-page advertisements in all Boston evening newspapers and on the following day all morning papers. These were supplemented by numerous radio and television spots, subway and elevated posters and considerable newspaper publicity, attracted by the newness and nature of the product. Women demonstrators employed by General Ice Cream were on hand in many stores to explain the product to customers. Large, attractive window and interior displays, designed and put in by the company, heralded the new milk.

The initial advertising in the drive was followed by additional full-pages in various local newspapers. At the end of the first week, General Ice

# Man with a scythe...

Today's farmer does a barbering job on weeds and reeds with a nifty hand scythe, powered by a single cylinder gasoline engine developing  $1\frac{1}{4}$  brake hp at 4,000 rpm... weighing only 24 pounds... easily carried, and cutting a 20 inch swath.

For heavy harvesting and serious swathing, the hand scythe was replaced decades ago by mechanical equipment.

But some people still think of the scythe as the symbol of agriculture. Very pretty on a blue Egyptian faience, but strictly passe (without power attachments) on modern farms!

**Farming is manufacturing**... now heavily mechanized and tooled... and the best farmers, like other industrialists, utilize invention and technology, science and research to raise output and lower costs.

The manufacturer's wife lives in a mechanized home... pushes buttons, sets thermostats, manipulates device controls... accomplishes more with less effort in less time, and has more time for more leisure and more accomplishment!

**Best market for manufacturers** is the audience of the nation's best farmers... best reached by **SUCCESSFUL FARMING's** 1,200,000 circulation, with more than a million concentrated in the 15 agricultural Heart states, with the best soil, best brains, best techniques, highest yields and incomes—the average subscriber's annual income is more than 50% higher than that of the average US farmer.

Advertising in general publications misses much of the best market, needs **SUCCESSFUL FARMING** for penetration and balance, and wide influence based on 40 years of service. For ten years the audience has enjoyed the highest prosperity in agricultural history... today is engaged in all-out production! You aren't getting the most from your advertising without this market and medium. Full facts, any SF office...

MEREDITH PUBLISHING  
COMPANY, Des Moines, New  
York, Chicago, Cleveland,  
Detroit, Atlanta, San  
Francisco, Los Angeles.



APRIL 1, 1951



Cream officials decided that the success of the launching warranted further advertising. After consultation with Hoag & Provandie, Inc., Boston advertising agency handling the account, the campaign was extended to two full pages each week for the subsequent five weeks, also four quarter pages, two in color, each week, plus 52 radio spots, 10 TV spots and 600 triple-section posters in subway and elevated stations.

Meanwhile, circular letters were sent to 2,266 doctors in Greater Boston, announcing the new product and

asking them if they wanted samples. The exceptional number of 1,100 replied immediately in the affirmative, a return of nearly 50%. Each doctor was presented with a quart carton.

An unusual early sale was to a Coast Guard cutter which arrived in Boston: 150 quarts. The next day another cutter, on recommendation of the purchasing man on the first ship, took aboard 200 quarts.

In announcing the new milk, President Hovey of General Ice Cream likened its importance in the milk industry to pasteurization and homogenization.

enization.

Soon after the campaign got underway an increasing number of Deerfoot fresh milk customers asked to have the concentrated milk instead of fresh milk delivered to their homes. There was nothing to do but to comply. Mr. Hovey pointed out, however, that the original idea behind the marketing of the new product was to compete with evaporated milk and other canned or powdered milk rather than with fresh milk delivered to homes. He added:

"When considering the introduction of this product, we had to be mindful of our employees. We do not expect to decrease the number of Deerfoot routes or any others, but do expect to deliver the equivalent of much more milk per route. If this



**"Now, gentlemen,  
let's get down to business\*!"**

**HERE ARE THE FACTS:** Metropolitan Augusta, Georgia, population 162,000, is America's 107th market and Georgia's third. It is rapidly growing due to industrial expansion and to thousands of workers and their families pouring into that area to build and maintain the \$620,000,000 H-Bomb plant. We want to sell to those people: and Augusta's two daily newspapers and four network affiliated radio stations is our answer! These media saturate, and are confidently accepted by, that market.

**BONUS MARKET:** Incidentally, Augusta offers us a bonus market of approximately 45,000 Camp Gordon troops and their families. This, plus the influx of construction-worker families, plus the 162,000 population, is **BIG BUSINESS!**

**Write, wire or phone today for more information**

**\*METROPOLITAN  
AUGUSTA, GEORGIA**

"The unvarnished truth is that almost every man you meet feels himself superior to you in some way; and a sure way to his heart is to let him realize in some subtle way that you recognize his importance in his little world, and recognize it sincerely."

**"Just Like A Woman—How  
to Tell the Girls"  
by Bj Kidd**

program works out as we expect it to, we will require more rather than fewer employees."

The new product brought various repercussions. For instance, H. P. Hood & Sons, largest milk and dairy products concern in New England, came out with newspaper advertisements within a week after the Deerfoot campaign started, announcing "Hood's Fresh Concentrated Milk" (in one-third quart containers) and contending that it "is the only concentrated milk, now sold in Metropolitan Boston, which comes from sources approved by the Boston Health Department." The Hood copy pictured cartons similar to those used by Deerfoot, and stressed that its product also is pasteurized, homogenized and has Vitamin D added. It featured that Hood's concentrated milk comes from New England farms.

In rebuttal Deerfoot advertisements contended that "a competitor has made a misleading statement con-

cerning Boston Board of Health approval of Sealtest Concentrated Fresh Liquid Milk" and emphasized that the Boston Board of Health had been fully informed of the quality of the new product and that the sources of the supply had been approved for years by the New York City Board of Health.

Another angle: New England farmers are beginning to worry about how the new product will effect their sales of regular fresh milk. They receive two to three cents a quart more for their regular fresh milk than is paid for the milk from which the concentrated milk is made, the former being in Class I in the Boston Market and the latter Class II, which is the same in quality but is surplus used for cheese and other milk products.

On this angle The Federal Milk Marketing Administration, covering a large part of Massachusetts, held a meeting in Boston to consider a proposal that the milk used in concentrated milk be put in Class I. No decision had been made at this writing. Obviously, much of the price advantage offered to the consumer on the concentrated milk might be swept away if the source milk were reclassified. On the other hand, the source of the milk used in the concentrating process for Deerfoot Farms is largely New York State and the processing plant is in Hartford, Conn.

"At the end of an unsuccessful persuasion interview, preserve your welcome. Do this either by indicating that you will introduce more information and evidence or by accepting defeat with good grace. But depart under conditions of friendliness."

"How to Put Your Ideas Across"  
by Richard W. Wetherill

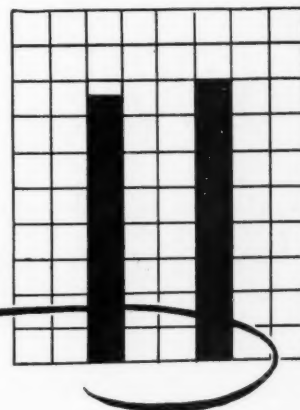
Discussing that subject, Paul Carney of Deerfoot Farms declared: "We believe an entirely new classification and method of pricing this product should be established. The price of concentrated milk, we believe, should be higher than the present Boston Class II price but not as high as the Class I price. Concentrated milk should be priced according to the products it displaces."

Milk Sales Manager Crabb of General Ice Cream said "it certainly is not the intention to take a nickel away from the farmers as a result of the promotion of the new product. Farmers are the backbone of our business and we are the backbone of their business. We expect this concentrated milk to replace evaporated milk and other kinds rather than regular fresh milk."

Milk drivers unions also are giving thought to the new product and its effects on their livelihoods. If it comes into widespread demand for home delivery in place of fresh milk, they will be delivering one quart where they now place three on the doorsteps. The A. F. of L. Milk Drivers' Union No. 380, having 1,800 members in eastern Massachusetts, plans a meeting with New England milk contractors to discuss the subject.

Meanwhile, sales of the concentrated milk are increasing daily and inquiries are coming from farther and farther away.

## In Buffalo Wholesalers and Retailers **AGREE**



### ★ 78% of Food Wholesalers and Manufacturers'

Representatives name newspaper advertising as first choice for a promotion in this market.

### ★ at the same time

80% of Independent Grocery Retailers also select newspaper advertising as their first choice.

Both groups know that

*if you sell the News readers you sell the whole Buffalo market of over 1,400,000 people.*

### ★ from a recent survey; write for your copy.

## BUFFALO EVENING NEWS

EDWARD H. BUTLER  
Editor and Publisher

KELLY-SMITH CO.  
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

# 10-day hidden offer pulls 18,000 requests

Heavy response to a hidden offer always is a pretty conclusive sign that your advertising is being read by an active, interested audience.

When one of the country's largest manufacturers of shaving preparations buried an offer for a free tube of shaving cream in a full-page, all-type advertisement in *The New York Times* Magazine, here's what happened:

**That one advertisement produced 18,000 requests within ten days from New York Times readers. This response was greater than any produced by similar ads in other publications.**

If you want to get the same kind of close, productive reading for your advertising . . . if you want to get the same kind of action from your advertising, get the facts, today, about *The New York Times*—for 32 years first in advertising in the world's first market.

## **The New York Times**

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,  
LOS ANGELES, SAN FRANCISCO



TOP display spot, but will the dealer talk about your product?

## How to Lick Silence At Point-of-Purchase

It comes naturally to the dealer to talk about Noxzema's new shave cream offer when his customer brings up the subject first. A provocative package brings questions.

Often a good display spot does not solve your retailing problem. Your product just sits there. Something is missing. What you want the retailer to do is not only to display your product well, but to pick it up and talk about it with his customers.

This problem stumped The Noxzema Chemical Company of Canada Ltd., Toronto, before it introduced its new Noxzema medicated 3-way shave cream. Noxzema wanted to sample the market by offering a special size jar (a 50c value) for 25c. Noxzema's president, J. Marvin Shaw, explains the marketing problem this way:

"We know our dealers could use our special consumer bargain to sample a majority of their male customers—if they would. Dealers could sample simply by putting a package in the customer's hand and saying, 'try this for only 25c. If it doesn't give you the best shave of your life, I'll give you your money back.'

"But we also know that most dealers won't do this. Why? Because most dealers are hesitant about such aggressions or recommendation when they have to bring up the subject."

Noxzema's answer to this vexing problem is to bring out a new merchandising-display package, the "At-

tention Getter" as a promising solution to an old question.

"The Attention Getter," Mr. Shaw declares, "on dealers counters forces customers to stumble over it—pick it up—or ask about it. So the customer brings up the subject of Noxzema's new shaving cream. Then the dealer (no matter how ethical) has a ready-made setup. He can explain the Noxzema offer, 'the best shave of your life or your money back.'"

### Provocative Words

The "Attention Getter" package is a simple but patented idea. The regular Noxzema carton is set in another package the sides of which become flaps. Provocative selling words are printed on both sides of the flaps. For example: "Your whiskers are dead." Another: "Its your skin that hurts when you shave." Text is in both English and French.

Does it work? "The Attention Getter," reports Mr. Shaw, "has influenced and aided pickup sales beyond our fondest hopes. Further, we tested the power of the package display before we put in window displays and before advertising copy was released."

Noxzema's special offer, a four-ounce size for 25c, had never been offered before.

The company established the value of the four-ounce jar at 50c. This was done by relating it to the company's regularly offered six-ounce jar marketed as a 60c value.

The 50c value will be offered only as a special, introductory package for a limited test marketing period at the 25c retail price.

At the end of the paid-sampling test, Noxzema intends to withdraw the four-ounce package. At some future date the test package may be revived for another limited time sampling campaign.

See...

**Movie Spurs  
Hog House  
Sales, Other  
Farm Building**

Read how one of BSN's supermarket lumber dealers films his own movies and takes them out into rural areas to stimulate purchase interest in better farm buildings.

April Issue

**BUILDING  
SUPPLY NEWS**

3 South Wabash Ave., Chicago 3

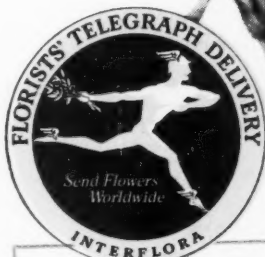
## My Secretary Won a Raise on her Lunch Hour



she taught me to  
**Say it with  
FLOWERS-BY-WIRE**

Ed Jones is an important customer who likes the personal touch. Last week I was on a trip, and couldn't attend the opening of his Chicago branch. My secretary passed an F.T.D. Florist during lunch hour, and thought to wire flowers in my name.

Ed's pleased as punch. He feels that, even though I couldn't be there, I remembered. I'm happy because he's happy. Miss Morrow, my secretary, is happy, too. She won a raise when she taught me to say it with Flowers-By-Wire. It's a trick I won't forget!



**FLORISTS' TELEGRAPH DELIVERY ASSOCIATION,**  
Headquarters: Detroit, Michigan

### FLOWERS ARE BEAUTIFUL BUSINESS BUILDERS

On opening days • on anniversaries • on special events • as a "thank you" for the order • on almost any business occasion • for those at home when you're away.

You can wire flowers to anywhere . . . from anywhere . . . more than 15,000 F.T.D. and Interflora Member Shops at your service!

APRIL 1, 1951

# Dear Editor . . .

## POSITIVE VIEWPOINT

EDITOR, SALES MANAGEMENT:

A copy of your editorial [Significant Trends, Feb. 1 SM] has been sent to each of 270 of the country's leading manufacturers and distributors of electrical appliances and equipment. Several hundred more will be distributed to local dealers in our service areas.

Your editorial . . . gave us another opportunity to bring independent and authoritative thinking to the attention of these leaders in the electrical industry on the need for maintaining a positive long-range viewpoint toward selling during what we believe to be a relatively short interim period of major disturbance in the civilian economy. . . .

J. M. STEDMAN  
General Commercial Manager  
Pennsylvania Power & Light Co.  
Allentown, Pa.

(Mr. Stedman refers to comment by Editor Philip Salisbury on the leading article in that issue called "Tough Selling Days Lie Ahead," by Everett R. Smith and Dorothy L. McGowan, Macfadden Publications, Inc.—The Editors.)

## OVER-THE-COUNTER SELLING

EDITOR, SALES MANAGEMENT:

I read . . . the report, "Adventures in Shopping" . . . with a great deal of interest and not a little concern. I do not believe that the instances reported in the last issue are typical of a very large segment of our retailers. If they were, it would be impossible for us to continue to do as large a share of the pen business in the price lines in which we are competitive, as we do, based on a continuing study of a great many retail pen outlets of all sizes made by one of the country's leading fact-finding agencies.

Even so, all of us here have been aware of the need for securing a better presentation of our products at pen counters. Even before World War II ended, we had completed plans for the most comprehensive retail sales training program in the history of the writing industry. These films were presented at dinner meetings of retail salespeople in all parts of the country. Only a small portion of the training job we attempted to do related to Parker products. The remainder of the program was developed in an effort to improve retail selling generally, since we felt that if the level of selling could be improved we would benefit proportionately. I am sure we got something for

our time and trouble, but I am equally sure that a great deal more needs to be done on a continuing basis. Our retailers are not realizing anything like the number of potential sales which our own advertising and promotional efforts send to their pen counters. Our problem in that respect is no different, as you point out, from that of many other well known and well deserving products. . . .

DAVID GULLETT  
General Sales Manager  
The Parker Pen Co.  
Janesville, Wis.

(Scores of manufacturers of branded merchandise have grabbed one or more of the articles called "Adventures in Shopping"—the fifth is in this issue—to use in training operations, for mailings, for sales meetings. In the issue of January 1, 1949, SM carried a full story on the training plan mentioned by Mr. Gullett: "Seedy Selling at Retail: What Parker Is Doing About It."—The Editors.)

## FUTURE SALES RATINGS

EDITOR, SALES MANAGEMENT:

We are exceptionally interested in [your] sales rating forecasts. . . . The ratings for beer and certain other related products would be of value to our national sales force, and we are wondering whether your permission might be obtained to include some of these ratings in a news letter which we distribute to a selected mailing list of 325 people, all of whom are employed by the Joseph Schlitz Brewing Co. . . .

PAUL L. POHLE  
Director of Market Research  
Jos. Schlitz Brewing Co.  
Milwaukee, Wis.

(Future Sales Ratings appear quarterly: in January, April, July, October. See page 112 this issue.—The Editors.)

## ADDING UP RETURNS

EDITOR, SALES MANAGEMENT:

Now that all the returns are in, I am sure that you will be interested to know that as a result of the excellent article you published on the KORDAroom in your July, 1950, issue, we have received inquiries from all over the United States. Many of the inquiries proved to be serious requests for additional information; one of them resulted in an order from

the American Fixture & Manufacturing Company in St. Louis.

We feel that your excellent critical evaluation of the KORDAroom has had a great deal to do with the highly favorable response we have received, and we want to assure you of our appreciation.

E. J. JAMISON  
Korda Industries  
New York, N. Y.

(See "Get Twice As Much Done," The Human Side, July 15, 1950.—The Editors.)

## ADVERTISING VS MERCHANDISING

EDITOR, SALES MANAGEMENT:

I get the impression [from "227 Reasons for Continued Selling"] that we and 226 other companies are screaming proof that the road to success is an ever-increasing advertising budget. True, we did very little space advertising before 1940, whereas today we spend approximately a quarter of a million dollars for consumer space, but in our business we attach a great deal more credit to merchandising than we do to advertising.

Yes, without question, alertness and consistent promotion and good, sound, merchandising has enabled us to increase both unit and dollar sales and has greatly strengthened our competitive position. Our experience throughout the last 10 years (particularly during the last five years) has given us a very strong conviction that in our business merchandising far outweighs advertising. You might be surprised to learn that during the last five years we experienced very substantial sales increases each year and yet deliberately decreased our space advertising during most of the period.

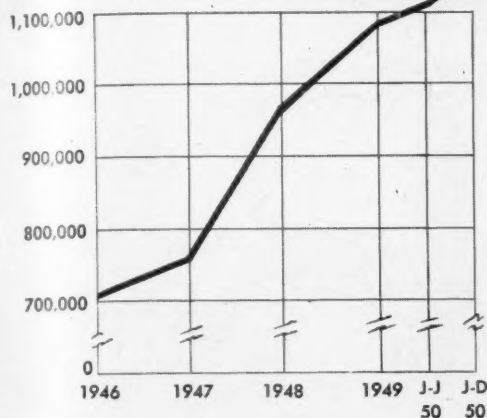
I hope you won't mistake what I say as an expression of complete disbelief in advertising, but since you are interested, I do want to emphasize that in a business of distributing an infrequently purchased impulse item such as a flashlight battery, merchandising is more important than space advertising. I think it is correct to say that our experience has taught us that continuance of a proper type and form of sales effort during a period of shortages and allocations is more than important—it is essential. Unfortunately, too many sales organizations go along their merry way failing to change with changing conditions, with the result that onlookers from other departments of the business finally begin to think that they just don't know what the score is.

Our Sales Department today does not look very much like our Sales Department did as short a time ago as last July, but nevertheless it is a two-fisted, hard-hitting, active Sales Department, getting a job done that fits today's needs. We have made changes in our advertising schedule but we have not, and I'm sure will not, eliminate advertising.

J. A. MCILNAY  
General Sales Manager  
Ray-O-Vac Co.  
Madison, Wis.

(True, SM took advertising expenditures as a peg on which to hang some other thoughts, but in the main body of the article we stressed factors other than advertising.—The Editors.)

## CIRCULATION GROWTH



\* June 1950, ABC

# *first...* IN CIRCULATION GAINS

1946-1950 TODAY'S WOMAN led all women's magazines in net paid circulation increase.\* (1951 guarantee: 1,100,000). Over 60% of TODAY'S WOMAN circulation is newsstand sale at 25c per copy . . . proof of eager reader-demand.



# *first...*

## IN ADVERTISING LINAGE GAINS



Source: P.I.B.

In 1949 and again in 1950 TODAY'S WOMAN led all women's magazines (fashion and service) in advertising linage gains.

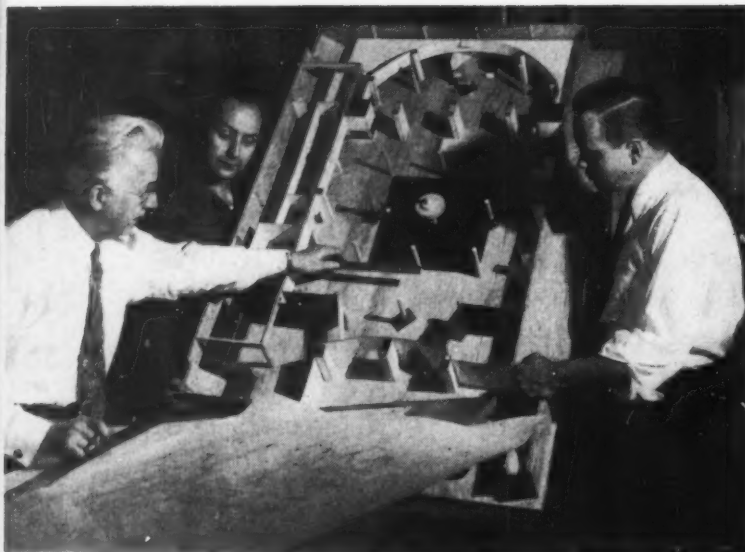
First quarter 1951: Still growing fast . . . up 33% over the corresponding period of record-breaking 1950.

# TODAY'S WOMAN

A Fawcett Publication

NEW YORK • BOSTON • CHICAGO • DETROIT  
SAN FRANCISCO • LOS ANGELES

the magazine young wives live by



**1. Plan Ahead:** If you're putting on a big show that involves both the use of convention exhibits and the staging of theatrical stunts and presentations, you will head off many a headache by stealing the technique of the architect . . . by making blue-

prints and mockups. Brown & Bigelow handled a crowd of more than 1,000 salesmen at their 1950 convention in St. Paul. Months of pre-planning went into it. Left: blueprint and mockup of exhibit hall. Right: mockup of stage for one dramatization.

## The Jaded Convention Audience: How To Make It Sit Up And Bark

Your meetings still talk themselves blue in the face? Still lack color? Pace? Surprise? If so, they need the salt and spice of better showmanship. Here's a grab-bag of ideas.



**2. Promote it in Advance:** Westinghouse used a series of cartoon mailings to build up some excitement for a meeting devoted to a discussion of a special

promotional campaign on floodlights. Called "The Floodlight Shirt Drive," it took its name—and spirit—from a contest in which shirts were offered as prizes.

**3. Give It a Theme:** Lewyt's most recent distributor convention was built around "Steps to Leadership." A ballet number dramatized the steps. As the dance proceeded, the steps lighted up, one by one, to spell the route to public acceptance: National Advertising, Trade Paper Advertising, Publicity, Promotions, Local Advertising, Direct Mail, Store & Window Displays, and Phonebook Listings. (Photo, top right.)



**4. Use Interesting Backgrounds:**

A large part of Brown & Bigelow's Silver Anniversary sales convention was made up of staged presentations. They were given a liberal measure of real-theater feeling by specially constructed backdrops keyed to the nature of the action. See also photo page 70 for Esso Standard Oil's use of a humorous background done in cartoon style. (Photo, center right.)



**5. Glorify the Product:**

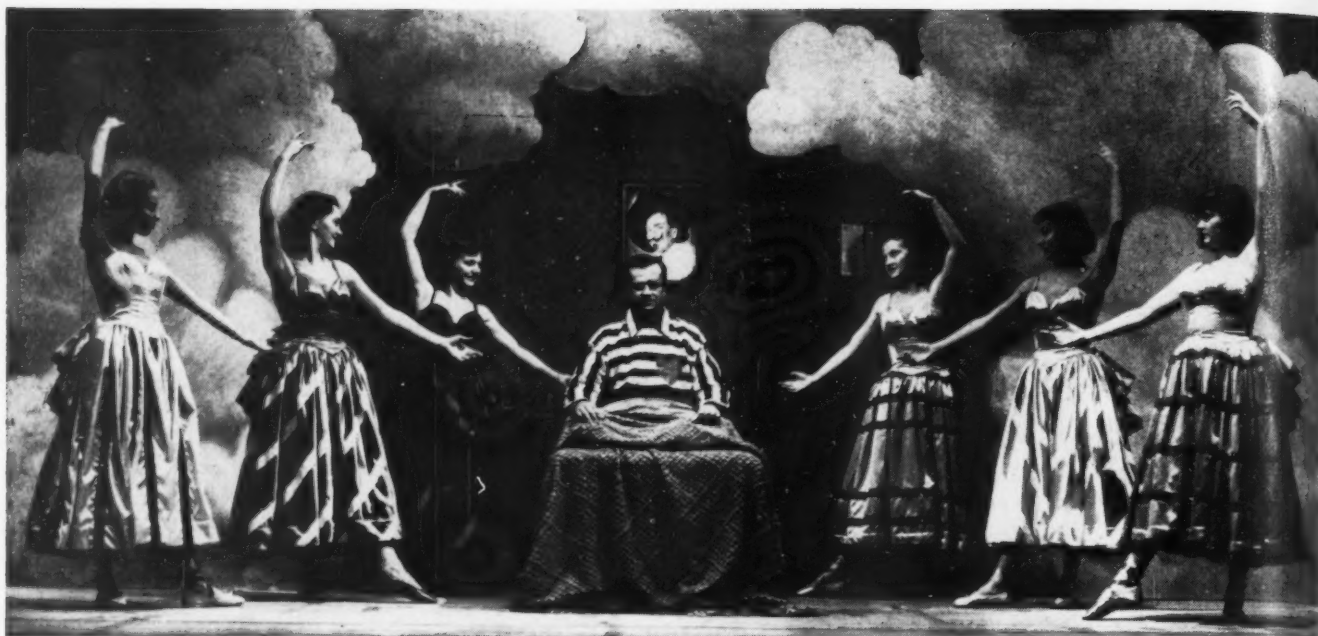
"When we have a new or improved product or line to introduce," said one of the country's most able sales promotion managers recently, "we believe in launching it like a battleship." Admiral demonstrates this philosophy in this exciting presentation of the 1951 line at a convention of distributors. The setting is a simple modular arrangement, but it becomes an eye-filler because it utilizes the full height of the stage. (Photo, lower right.)



**6. Use Audience Participation**

**Stunts:** Westinghouse did this effectively to demonstrate how salesmen were letting too much business go to competitors. Envelopes were passed out to all present, each containing a sum of money. The speaker then requested that a specific amount be removed, that representing the business being obtained by one competitor. A second request stipulated another amount to be removed, indicating business going to another competitor. This went on, until only a few dollars were left to represent the amount of business actually being obtained by Westinghouse from the potential market. Another stunt: Morton Salt called a meeting break, had the men stand up to relax, look under their chairs, some of which had dollar bills attached to them. The gag: "You've got to get off your seat to make a fast buck."

(Continued on page 68)



## Ideas for Conventions—Con't.

A different kind of example: American Handicrafts Co. recently conducted a merchandising clinic for dealers at the firm's New York store, attended by representatives from 19 stores in the U. S. and Canada. Object: to teach these dealers how to sell handicraft and hobby items.

It is axiomatic in this field that to sell effectively, one must know how to do. So a good part of the time was devoted to teaching participants the various crafts. There were demonstrations and lectures; but the heart of the program was the activity on the part of the audience in making things.

**7. Put Showmanship into Your Meeting:** Armstrong Cork Co., at its convention of wholesale distributors, found a way to center interest on a new line of linoleum with built-in stripes. Its name: Strypelle. The striped motif was carried out in the dresses of the ballet dancers who helped to show the new patterns. (Photo, top.) The same group of dancers played a part in an elaborately staged dream-sequence which closed the meeting. This play-sequence used the device of turning the clock ahead and taking the audience to the same mythical hotel room after the convention was over. By

means of the dream idea, highspots of the program were summarized and re-emphasized.

Another highlight of the Armstrong meeting (photos below) was a dramatized forum on retailing built around three major characters: "Specialty Sam," "Happy Joe, the Over-the-Counter Man," and "Main Street Max." The idea: to show the recent shift in relative importance of various types of outlets. It was brought out in the discussion that each of the major retail outlets has certain fundamental elements of strength . . . but

(Continued on page 70)



the only markets  
that justify  
“one paper buys”  
are places that have  
no more than  
one newspaper—  
and those usually require  
some auxiliary media—  
in the great and growing  
Detroit market  
The Detroit Times  
covers HALF  
the families.

*You're missing something  
if you miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

## Ideas for Conventions—Con't.



also has certain hazards that endanger its relative position. Example: Some specialty stores have the tendency to over-diversification and over-expansion with a resulting increase in overhead and the sacrifice of the advantages of specialization.

**Esso Standard Oil** used home talent—two salesmen and an assistant district merchandising manager—to present a skit in which a dealer learns from a football coach how to teach the fundamentals of salesmanship. A Rube Goldberg type of back-drop kids the “service station of the future.” (Photo, top left.)



**Crosley** skit was developed to focus attention on the frozen foods compartment of the refrigerator. Apartment house tenant had thrown cans into heap outside of house, was caught by police officer. Then husband came to rescue, saying housewife won't need to discard cans any longer because she will be using frozen foods in her new Crosley. (Photo, center left.)



**Dutch Boy**, National Lead Company's widely known trade character, plays himself in a Suzari marionette show. (He's been used variously at meetings as a sideshow barker, a chef, an Indian chief, without losing his familiar identity.) In recent sales meetings he appeared as the central character in a selling role. In one scene (photo, below left) he popped into the living room where a couple were discussing repainting their home, and recommended Dutch Boy paints. In another, he accompanied some storks who were delivering new products to a dealer's store, and sang a song about “cutting yourself a piece of (profit) pie.”

The background of the most recent meeting: When the company decided to launch a line of inside paints to supplement its outside paints, the management realized it would be difficult for salesmen to sell dealers, who might argue that they'd have to discontinue an old-established line of inside paints to handle the new Dutch Boy products. If the dealer didn't do this, he might think he was overstocked. Thus the strong emphasis on profit-possibilities inherent in the new—and well-advertised—Dutch Boy line.

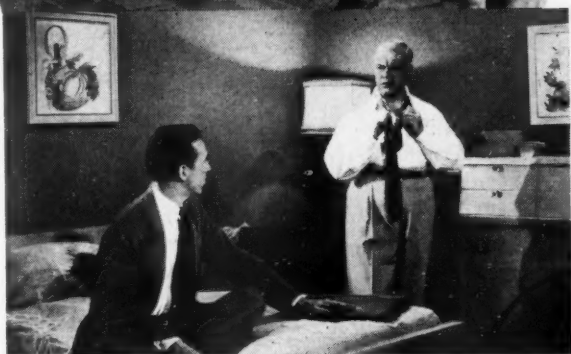
(Continued on page 72)

"I'd like to show you  
how we build sales with

**fact-power"**

in the new full-color film

**"DYNAMIC  
SALES  
MANAGEMENT"**\*



"I used to run myself ragged traveling all over, checking up on the work of individual salesmen. That in itself was costly. Worst trouble though, was getting all the facts together in the office before I started. It took days.



"It was a pal of mine—another Sales Manager—who gave me the answer that since paid off big. I was beefing one day in the locker-room; he offered to show me the methods by which Remington Rand had helped him lick the same problem.



"Remington Rand gave us a modified form of the same systems my friend has. Since then, while I still travel some, I get all the facts I need first, in far less time. Sales are way up too—that's the pay-off."

\*Dedicated to the National Sales Executives Clubs

**FREE SHOWING.** For an individual or group showing of "Dynamic Sales Management," phone or write your nearest Remington Rand office. Meanwhile, ask us to send you a 24-page handbook, "How to Increase Profitable Sales." Write today to Management Controls Reference Library, Room 1042, 315 Fourth Avenue, New York 10, N. Y.

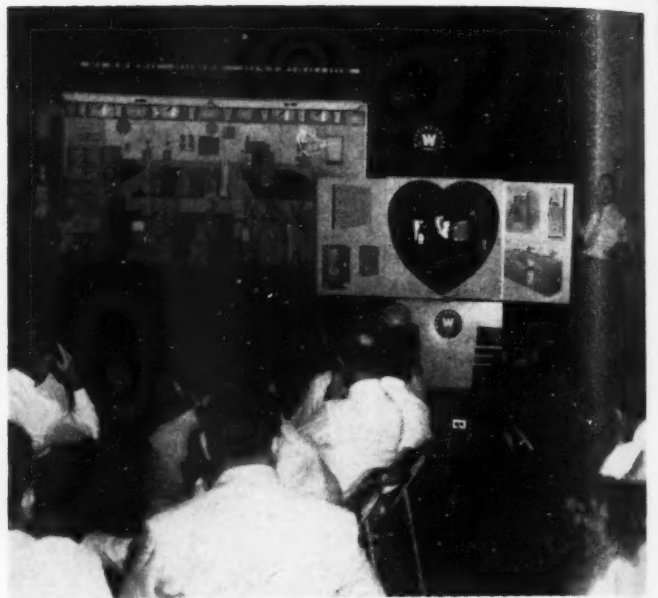
**SALES MANAGEMENT** today has many urgent—and rapidly changing—problems, in addition to its normal task of building volume. Genuine sales control based on hard sales facts can help you solve these problems. We'd like you to see Remington Rand's new 30-minute full-color movie, which shows how sales control gets results for a typical firm.

In this film you will see vividly presented the means to answer these questions—and many more:

- How to allocate fairly your production of regular products
- If defense orders are in part replacing regular production, how to keep good-will contacts with customers you can no longer sell
- How, with a depleted sales force, to realign territories for adequate coverage

**Remington Rand**

## Ideas for Conventions—Con't.



### 8. Demonstrate! Demonstrate!

Westinghouse uses a giant model (photo, upper left) to emphasize special features and ease of operation of its Linestarter. Notice that the demonstrator also uses a jumbo screw driver.

Another Westinghouse demonstration mates a striking AB Breaker mock-up with a demonstration unit. The "heart" section is an enlargement of the working part of the breaker, permitting full explanation of operation. The various parts are brilliantly colored to simplify identification. Sliding panels at the sides illustrate applications of the breaker. (Photo, upper right.)

Crosley creates a pixie character

to demonstrate special features. (Photo below.) The "elf who turns out the light when you close the door" pops from a 1951 model to announce that he now has two additional jobs. Here he displays the alarm clock with which he awakens himself at 3:00 a.m. each morning to operate the automatic defrosting system which is incorporated in five of the firm's eleven 1951 models. Inside the refrigerator may be seen his "paint bucket" with which, he reports, he paints "the sunshine" on the door and the trim frame of those models having Crosley's new Soft-Glo styling. Professional actors were used in shows staged in 35 cities.

Geneva Modern Kitchens put both

color and life into its March distributors' meeting by hiring Sid Stone, star of the Texaco Star Theater television show, to demonstrate new models.

Dressed as a typical "pitch man," in Derby hat and checkered suit, Stone introduced the new Merry-Go-Round corner cabinets, working in an appropriate setting under a simulated merry-go-round big-top.

An excellent example of a "no speeches, no sermons, no charts" dramatic demonstration that has paid off is the current traveling show put on by Owens-Corning Fiberglas Corp., Toledo, O.

For photos see page 48.

(Continued on page 74)





# Pattern Sales

that set a...

## SALES PATTERN

in the rich NEW SOUTH Served and Sold by

### FARM AND RANCH

**SOUTHERN  
AGRICULTURIST**

Last year, 396,453 Farm & Ranch-Southern Agriculturist dress and needlework patterns were requested by womenfolk on Southern and Southwestern farms and ranches. These women aren't isolated as they once were—good roads and modern cars put “downtown” right around the next curve. They requested those patterns because they read and believe in Farm & Ranch-Southern Agriculturist. And their husbands feel the same way about the South's biggest and most-preferred farm publication.

### Your Sales Pattern...

Can follow those pattern sales... because the New South, with more money by the billions than ever before, is a prime market for your product—whether you make mousetraps or silos, motor cars or underwear, electrical appliances or tractors. The South and Southwest have the market... the South and Southwest have the money... and Farm & Ranch-Southern Agriculturist has the key to 1,290,000 Southern and Southwestern subscriber families!

### Circulation Guarantee 1,290,000

For more information, write, wire or phone any of the offices listed.

Nashville 10, Tenn.  
318 Murfreesboro Road  
Telephone: 42-5511

New York 17  
122 E. 42nd St.  
Murray Hill 5-6815  
Chicago 1  
333 N. Michigan Ave.  
Dearborn 2-5182

Atlanta 3  
410 Forsyth Bldg.  
Lamar 8811

Dallas 2  
2027 1/2 Young St.  
Riverside 1181

Los Angeles 17  
Simpson-Reilly, Ltd.  
1709 W. 8th St.  
Dunkirk 8-1179

San Francisco 3  
Simpson-Reilly, Ltd.  
703 Market St.  
Douglas 2-4994

*If you want your sales to look up... Look South*

**FARM AND RANCH  
PUBLISHING COMPANY**

## Ideas for Conventions—Con't.



### 9. Make the Speeches Sparkle:

Bruce MacLaury, director of advertising for Bigelow-Sanford Carpet Co. employed two simple devices to lift his convention speech above routine: an off-stage voice that answered questions, and a series of baby photos that provided humor. This is how it worked: When the photo at the upper left was thrown on the screen, MacLaury asked the off-stage "expert," "Mr. Jones, do you approve of Bigelow's advertising and promotion program for 1951, and are you anxious to get going on tying in with it?"

With the middle photo: "Mr. Jones, considering the current national situation, how would you size up prospects for the carpet business during the coming year?" And with the photo at the right: "Mr. Jones, do you feel that most retailers are giving serious consideration to their local problems for 1951?" Photos from "The Baby," published by Simon & Schuster. Photographer: Constance Bannister.

Getting some special attention for a specific product from jobber salesmen who handle thousands of items

is always a tough problem. Lewin, Williams & Saylor, advertising agency for Craftsman billfolds, came up with the idea of dramatizing the firm's advertising and promotion story by presenting it tied to some action with a giant billfold, a replica of the product itself. (Photo below.) As the campaign was discussed, various advertising proofs, promotional pieces, etc., were drawn from the different compartments. Even the change purse held an enormous coin carrying part of the advertising story. Eventually the penny representing

*(Continued on page 76)*



# Now it's up to us!

**With staggering impact**, the telecasts of the Kefauver investigation have brought a shocked awakening to millions of Americans.

Across their television tubes have paraded the honest and dishonest, the frank and the furtive, the public servant and the public thief. Out of many pictures has come a broader picture of the sordid intermingling of crime and politics, of dishonor in public life.

Suddenly millions of Americans are asking:

- what's happened to our ideals of right and wrong?**
- what's happened to our principles of honesty in government?**
- what's happened to public and private standards of morality?**

Then they ask the most important questions of all: how can we stop what's going on? Is there anything we can do about it?

That's the real challenge of the Kefauver investigation.

It's a challenge to each of us—a challenge to every American who believes in the ideals and the principles of America.

As the investigation brings out the violations of American principles, it also brings out—as

nothing else ever has—the duties and responsibilities of citizenship in our democracy.

**The responsibility as individuals** to make our own lives good examples of the things we believe in and think are right. To be honest, open, four-square in all our dealings. And to speak out boldly against what's wrong, not shut our eyes to it.

**The responsibility as parents** to raise our children so that they will know good from evil, and will follow the good. To teach them that truth, justice, honor are not empty words but are a full, rewarding way of life.

**The responsibility as citizens** to take an active part in local, state, and national affairs. To see that good men are chosen as candidates for office. To vote thoughtfully and wisely for men and issues in which we believe. And to insist that those whom we vote into office observe the highest standards of official conduct.

Have we lived up to these responsibilities?

Obviously not—or there would be no need for a Kefauver investigation.

So, now it's up to us to live up to them—in word, in fact, and in every action. That's what we can do to meet the present challenge.

This message is published in the public interest by Young & Rubicam, Inc.

## Ideas for Conventions—Con't.



(Continued on page 78)

"this isn't pennies we're talking about" was displayed. Finally, as a climax, a huge dollar bill was pulled from the hidden compartment to represent the salesman's profit potential. Enthusiasm generated through this type of dramatized speech brought a huge increase in volume in 1950.

You might steal outright, or adapt, this excellent idea from John Mather Lupton, president of the New York advertising agency bearing his name. To give dramatic quality to a talk on "Tools of Advertising and How to Use Them," he dresses in farmer's garb and equips himself with a variety of farm tools. (Photo, top left.) Each becomes the basis of an analogy as his talk develops. Note that he stands in a simply-built farm tool-house setting.

A talk on product research progress and trends could be deadly . . . but Armstrong Cork Co. found a way to give it life and interest. While research men performed actual experiments on the stage, their movements were picked up by television cameras and transmitted to television receivers spotted on the floor of the auditorium. (Photo, left below.)

**10. Avoid the Monotony of a Long Speech** by a single speaker, or an unbroken series of speeches. One plan is to have two speakers at opposite sides of the stage, talking alternately, preferably addressing some of their remarks to one another in dialogue. Offstage voices (hidden microphones or recordings) help to keep interest alive. Voices can heckle speaker, ask questions. At an American Kitchens distributor sales meeting, women's off-stage voices asked where they might keep flour, spices, etc., providing speaker with excuse to demonstrate kitchen accessories. Westinghouse uses records played back-stage to provide cues for speakers, but warns that rehearsals are necessary for smooth performance.

**11. Pretest Your Meeting . . .** when there is a radical departure from traditional procedures.

Esso Standard Oil did it last spring when it changed from evening meetings for dealers to meetings of the whole-day variety. To be sure that dealers from all over the 18 states in which the company operates would feel justified in giving up an entire day to a meeting, Esso staged a test presentation before 65 dealers from New York and New Jersey.

At its close the men were asked to fill in a two-page questionnaire, giving their views on the affair. Verdict was favorable.



## ***pulling power***

If you want to draw a crowd, show your product where the traffic is heavy! The FIRST 3 Markets Group reaches the people where the traffic is the heaviest. In 363 industrial NORTH and EAST Counties that account for over 34% of the total U.S. Retail Sales FIRST 3 Markets Group draws a crowd of over 1/2 of all the families.

*the group with the Sunday Punch*

**FIRST 3**  
MARKETS GROUP

NEW YORK SUNDAY NEWS  
CHICAGO SUNDAY TRIBUNE  
PHILADELPHIA SUNDAY INQUIRER

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(Advertisement)

*Diamond Alkali V. P.*



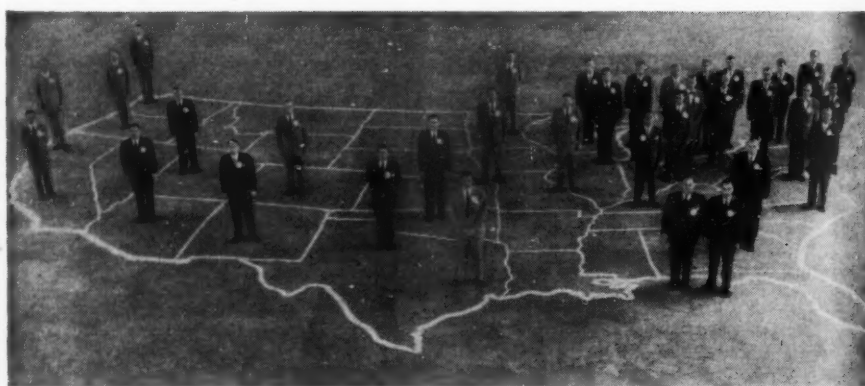
A. L. Geisinger has been named vice president of Diamond Alkali Company, Cleveland, manufacturers of basic chemicals. Mr. Geisinger is a regular reader of *The Wall Street Journal*. Like most men everywhere who are getting ahead in business he finds *The Journal* provides necessary background for important decisions.

#### SAVE ON QUANTITY COLOR PRINTS AND DUPLICATE TRANSPARENCIES

Quality approaching finest Carbro and Kodachromes at fraction the cost. Ideal for displays, sales manuals, duplicate art. Exact reproduction or color corrections. We please the most exacting. (Produced official color-prints of Rose Parade.) Prompt service everywhere. Send for Price List and data. Satisfaction guaranteed.

AD-COLOR CORP. 650 S. Arroyo Parkway, Pasadena 1, Calif.

## Ideas for Conventions—Con't.



**12. Spice the Program with bright little notions:** Du Mont ingeniously dramatizes the large size of its Hanover TV tube by upending and using it as a card table and cocktail table. (Photo, above right.)

An outline map of the United States is drawn on the floor of Toledo's civic auditorium, and branch managers are spotted on it to show the scope of the Owens-Corning Fiberglas organization. (Photo, above.)

A giant size replica of a package is used as a convention prop. At a series of dealer meetings sponsored by Esso Standard Oil, it became a speaker's stand. (Photo, upper left.)

**13. If It's Not a Family Affair,** do help your conventioners to mix. Give them BIG badges, with their names and connections in BIG type. (Many adults have vision troubles.)

Provide some time in the program for bull sessions, rag-chewing. Dealers and distributors should have time for shop talk with each other, to exchange ideas.

**14. Consider a New Setting:** Brown-Forman Distillers held their last annual sales meeting on a Canadian island. Panther Oil & Grease Division managers met on a ranch in Mineral Wells, Texas. Hotpoint groups go to a Wisconsin camp. Judicious mixture of work and sport often makes extraordinarily successful meetings.

**15. Two Important "Don't's":** Don't overload your program. The human mind can absorb only so much during one day. And don't forget to allow time for the "seventh inning stretch."

George H. Lanier  
Memorial Hospital  
Langdale, Alabama,  
first presented to  
architects and engineers  
in *Architectural Record*.  
Architects: Robert and  
Company Associates  
Photographer:  
Gabriel Benzur

# How to follow 1951's shifting building market...

Certain kinds of building are essential in 1951's defense economy, and essential building is invariably architect-engineer designed.

*Active* architects and engineers are shifting the scene (but not the nature) of their activity with the nation's changing needs. Thus, by advertising to *active* architects and engineers you *automatically* follow the swift market transition from private to public ownership, from non-defense to defense areas, from luxury building to essential building.

Only one magazine is equipped to follow fast and accurately this fluid pattern of architect-engineer activity. Because only *Architectural Record* has Dodge Reports to tell its editorial and circulation departments daily which architects and engineers are active where and on what types of buildings—whether on A-E (Architect-Engineer) contracts or as staff members of government or private construction staffs.

One reason why more architects and engineers subscribe to, and prefer, *Architectural Record* is that Record editors are able to anticipate their readers' information needs through Dodge Reports on contemplated building. Thus the April issue featuring hospitals comes at the very time architect-engineer interest runs high because of the great and officially recognized need for this type of building.

*Architectural Record*, and only the Record, so effectively follows the market—editorially for its readers, circulation-wise for its advertisers.

## Architectural Record

published by

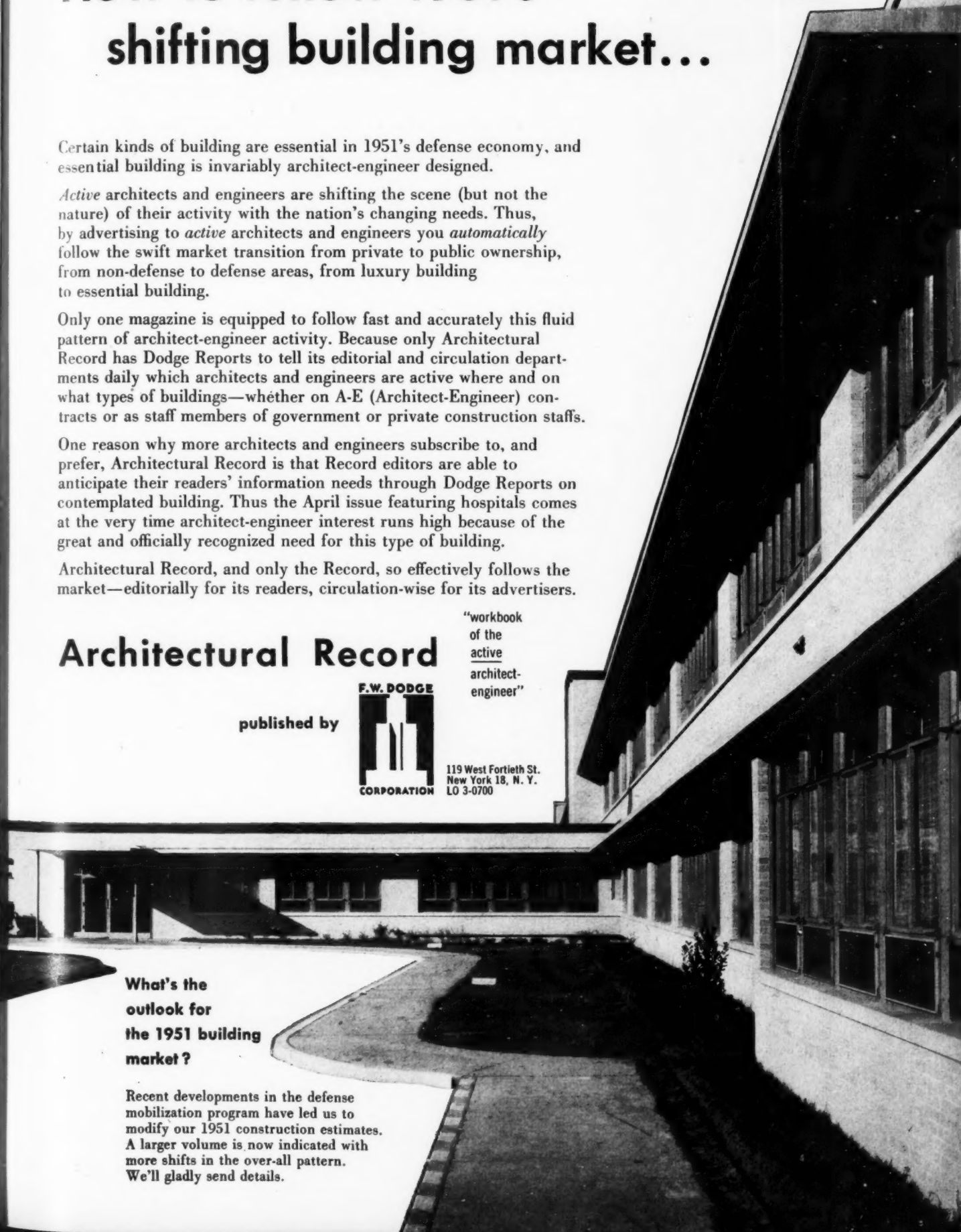


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"workbook  
of the  
active  
architect-  
engineer"

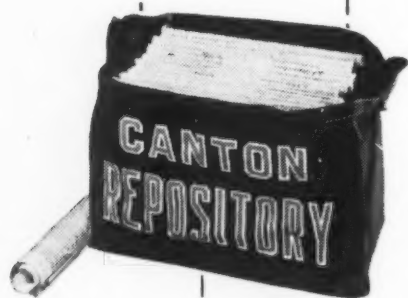
### What's the outlook for the 1951 building market?

Recent developments in the defense mobilization program have led us to modify our 1951 construction estimates. A larger volume is now indicated with more shifts in the over-all pattern. We'll gladly send details.



we buy 21% more  
drugs in  
CANTON, OHIO

156,000 people  
now live in the  
CANTON  
CITY ZONE



No other  
newspaper gives  
merchandisable  
coverage of this  
rich northeastern  
Ohio market

99.4%  
home delivery  
in the Canton  
City Zone

A Brush-Moore Newspaper Nationally  
Represented by Story, Brooks and Finley

# Shop Talk

## In Praise of the Primer

Every day since the March 15 issue of *SALES MANAGEMENT* was dumped into the mail, I've been expecting to get at least one letter telling me that the "Shop Talk" column in that issue was a dud. In it I related the story of how an Electrolux salesman sold me a vacuum cleaner. The letter I'm expecting hasn't come yet, but it probably will. When it does, it will say something like this:

"Why all the pother over the vacuum cleaner deal? There wasn't anything unusual in that sales presentation. It was just a routine sort of job. Why don't you write about some sales that took real ingenuity?"

I cheerfully admit that the performance of the Electrolux man wasn't what you'd call a "stylish" sales presentation. It involved no flashes of genius. There was no tense situation. The most you can say about it is this: It was a good, clean, workmanlike job of selling. *And it got the order.*

But I can't agree with my hypothetical correspondent that "there wasn't anything unusual" about it. If we're thoroughly honest, we'll have to admit that such good, clean, workmanlike jobs of selling are as scarce as albino deer.

Public speeches in our professional field, and quite a few of the popular books on salesmanship, are studded with sparkling little yarns about truly unusual sales . . . sales that required resourcefulness, ingenuity, and split-second timing. They're entertaining and colorful, and they get passed around. They're flattering to the ego of all professional salespeople because they present the salesman as a hero and a winner. I enjoy such stories as much as my colleagues, but please, let's not call them *typical* sales! They represent the off-beat, the freak situation, the crazy-quilt pattern of circumstances. Day to day selling is *not* made up of multiples of this sort of thing.

I recounted my experience in buying a vacuum cleaner only because it represented not a situation where ingenuity pulled a sale out of the fire, but one that required only such rustic and generally unglorified virtues as patience, thoroughness, knowledge of product, and attitudes of helpfulness to the customer.

Again and again I'm led to stress this matter of attitudes because I feel so strongly that the concept of *selling as a service* must become much more widely recognized and practiced if selling is to enhance its status as a profession. The salesman who fully grasps the service concept will express it in his attitudes. And those attitudes will generate warmth between salesman and customer and build the confidence that enables a salesman to develop and maintain a sound and lasting business relationship with his clients.

If selling is a service, then the salesman's job is to take all the painstaking steps that finally achieve a perfect matching of product to individual need. Only then has he rendered a service.

My Electrolux salesman didn't try to take a running broad

jump to the last line on the order blank. Whether he thinks about it consciously or not, he knows that prospects make up their minds in stages. A decision to buy—beyond the level of razor blades or Life-Savers—is seldom wholly impulsive. The big decision comes as a natural climax to a series of lesser decisions. All but three of the 12 salesmen I talked with in my vacuum cleaner shopping adventures were trying to sell vacuum cleaners like toothbrushes and aspirin—across the counter and in four or five minutes. They were trying to leap all those lesser decisions on my part that would finally add up to a solidly constructed sale.

Here is the crucial weakness of high pressure selling. It's the reason so many high pressure salesmen never get a second order. It's the reason there are sizable numbers of dissatisfied customers who, having been subjected to a deal of this kind, go about knocking the company and the merchandise for years afterward.

The Electrolux man, as I have said, had the attitude of patient helpfulness that enabled me to move easily from stage to stage in my decision to buy. He imparted information only as fast as I could absorb it. Contrast this, if you will, with the "snow job" of a high-pressure boy who inundates his prospect with words, arguments, and jabberwocky to the point where the prospect either gets a severe case of indigestion or just suffocates.

Patience and thoroughness and orderly communication of product information are commonplace things. But when they're put together in a logical selling pattern they add up to the kind of craftsmanship that pulls in a hundred orders to every single order that rests upon some gee-whiz circus business or theatrical closing strategem.

Sure, I like good selling stories. Particularly those that embody an angry or a cynical buyer, or a potentially explosive competitive situation, and a salesman who rises to the crisis. But this type of case history needs to be kept in its proper perspective. By and large we must concentrate on the bread-and-butter sales situation, not the colorful exception. We must know and practice the unexciting fundamentals.

Another thing: The trouble with this same "cuteness" that enters into so many of our classic selling stories is that it backfires perhaps more often than it reaches the heart of the target. But nobody opens his chops about the failures.

It seems to me to be true in selling, as in other professional fields, that the men and women who do sometimes cap a climax by breaking all the accepted rules, are largely those who have mastered the fundamentals and have developed a reliable sense of intuition out of years of experience. In most instances an inexperienced salesman attempting the same flashy tactics would only make a monkey out of himself.

I don't like to see young people coming up in selling get the idea that selling is a bag of tricks. It's a craft—a trade—an art—a science—or perhaps much more accurately, something of all four. And learning it is as sober and tedious a job as learning cabinet making or diamond cutting or mechanical drawing. The educational process is made up of intensive study of fundamentals, practice, criticism, reappraisal, correction, and everlasting vigilance to see that performance does not drift away from the tested and established norm.

The picture of my Electrolux salesman taking an hour to construct a solid sale and using nothing but the primer and good practices in human relations, is, I'll admit, far less exciting than any of the stories on "Toughest Sale I Remember" we've been printing elsewhere in these pages. But the mass of men and women in selling can learn more from him, in the long run, than from the lads who made a hole-in-one.

**A. R. HAHN**  
Managing Editor



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Covering 42 States. Write for  
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VICE-PRESIDENT W. C. Johnson . . .



Chartistics-Brad Flint

makes each regional manager THE BOSS . . .

## What's Behind the Admiral Story?

Sales hit \$230 million in 1950 . . . but just 16 years ago the Admiral Corp. had to collect in advance on its very first sale. How were manpower, merchandising, and advertising brought together to serve the public's desires?

**Based on an interview by Lester B. Colby with W. C. JOHNSON, Vice-President and General Sales Manager, Admiral Corp.**

Admiral Corp., Chicago, started in business 16 years ago with \$3,400 capital, a corner of a borrowed garage for a factory, a rented desk for an office, and four employees. That capital has now grown to \$36,000,000, the garage to nine large manufacturing plants, the working force to more than 7,000 men and women. Sales in 1950 topped \$230,000,000.

Is there any one secret to this phenomenal growth? Any certain touch of genius in management to make such an accomplishment possible? Any subtle wizardry in merchandising?

"No, there is not. No crystal ball, no eerie magic, no exclusive prescience to guide us on our way," says W. C. Johnson, vice-president and

general sales manager. "But, summing up our merchandising methods, we do have some ideas and techniques that diverge widely from the beliefs and practices of many business organizations. We do believe this: *You can't mass-train salesmen.*

"For that reason we make no effort to put the salesmen who sell our products through lock-step drills. We do not give them canned talks. We do not want automatons selling our goods and wares. Set formulas are out. We do not go for training kits and standardization. We work on the theory that each salesman is an individualist; that each man who presents our products for sale to the public can think for himself—and

should. But there is one thing in which Admiral is a stickler: Any salesman, if he is going to sell well, *must know his product.* In that we lay high stress.

"We rely 90% on our distributors and their salesmen to qualify dealers and dealers' salesmen in product knowledge and over-all methods, but we believe it takes away from the man on the firing line to try to put his actual words in his mouth. Good salesmen don't work best that way."

Admiral employs 14 regional men who guide distributors and their salesmen, to see that they get a maximum of sound information, but with a minimum of cut-and-dried so-called sales talk. It is the distributor's job, and his salesmen's duty, to pass this knowledge on to the dealers and their salesmen. Admiral hesitates to label their work as sales training.

Management here has a fixed idea that its representatives are capable of thinking and speaking for themselves; that each should have the ability to meet each exigency in his own individual and personal manner; that tying them down with thoughts and words worked out on paper in advance is akin to putting handcuffs on them. The theory in this is that each good salesman is an individualist who works best without bridle reins or harness.



gets him to fight like a bearcat for displays . . .



backs him with his share of an \$18 million ad budget.

Admiral's regional men have no offices and so no place to sit. Their daily job is to be out, continuously on the road, calling every day on the company's 83 distributors who operate 87 distributing centers. Regional men come in four times each year for bull sessions. During these meetings they go over the company's merchandise and merchandising problems with the sales manager, the advertising manager and promotion manager.

"These men are carefully selected — hand-picked — and we pay them well," says Mr. Johnson. "We believe it is more profitable for us to put our money into their compensation rather than it is [profitable] to give them fine offices. Ornate offices all too easily can become warm and comfortable roosting places. And we think too much sales training and all that can become a crutch. A man can get into the habit of relying on it, expecting it to work some sort of magic. We like head work and leg work better."

Each Admiral regional man is completely in charge of his territory. He has the right and power to take off a willful, recalcitrant or ineffective distributor without referring his case to the home office. He acts as sales manager, as merchandise manager, as advertising manager and even as service manager in his own territory without hindrance from his Chicago headquarters. He is held completely responsible for everything in his territory.

Each regional man gets compensation based on the B.P.I. of his territory and it is up to him to see that his district sells up to this B.P.I. (The company uses SALES MANAGEMENT's annual *Survey of Buying Power* as the index for arriving at its potentials.)

Many manufacturing and sales organizations today have an ever-recurring headache. Distributors and dealers, unhappy or disturbed over this or that, keep telephone bells ringing with their wants or complaints. Like some old wives, they continuously fuss and stew. They want, for some misguided reason, to take up all their small problems and bickerings with some Big Boss at headquarters. Psychoanalysts probably have a word for it.

#### Lower Blood Pressure

It was once that way with Admiral, in Chicago, and it wasn't good for blood pressures in the home office. Now all that is changed.

"The regional man who permits his distributor to call the factory over his head is a weak man," Mr. Johnson maintains. "Each one of our regional men is a supreme field commander in his own field, is king of his domain, and in that we stand ready to back him up. Any distributor who shows a tendency to run around him is stopped quickly. If he persists, he is likely to lose his franchise."

"We are busy here and we have no time for petty stuff. We believe listening to small squawks and minor complaints has been the downfall of a lot of companies. Each regional man is paid to absorb those shocks and we believe, with his knowledge of the field, he can do it better than we can."

Each Admiral regional man is expected to see that the company's products flow into the proper channels within his territory. He is expected to see that they move in proper proportionate quantities. He gets his report from an International Business Machines card. These punched cards clatter through the machine and come up instantly with facts and data needed for control: Are all the big and little accounts relatively active? Is a fringe county, somewhere in his territory, inactive? If it is, why? Geography? Resistance due to awkward shipping lanes? Difficult and time-costly for him to visit?

Suppose such a county is returning sales which meet, say only 10, 20 or 30% of its B. P. I. potential, what then? Such checks and reports come through weekly. The regional man is asked for an explanation. He writes it out in his own way, using no standardized forms. Even in this he is not regimented. Copies of his report are made and one copy goes to each interested executive in the Admiral general offices from the president on down.

If it seems advisable, such a county will be detached from his territory

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you know who is reading your sales message and where they are located in your export market.
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audits of paid subscriptions and renewals show vitality and interest of readers.
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Write for free copies of new condensed data sheets on all our magazines and services.

WORLD-WIDE  
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FOR BUSINESS  
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and turned over to the regional man in the adjoining area. He may be able to handle it better. This, probably, without reflection on the man giving it up.

Avoidance of using standard forms for such reports is aimed at keeping men from becoming mechanical. Robots are not wanted in the Admiral setup. One theory is that management can better read the ability of a man if he is given free rein. Individuality and personality therefore is encouraged all the way down through every operation, even to the most minute report. Nothing hides ability or conceals lack of it more than a "yes," a "no," or a check mark on a printed form. They've a saying at Admiral: "You don't have 55 vice-presidents on your neck here."

## Display "Musts"

Most of Admiral's work with dealers, and dealer salesmen follow old and tried methods. These in the main are the fundamentals which have been tested and proved. But a considerable proportion of it is unorthodox. For example, management feels that it is worse than foolish to produce a dry, dead, expensive "training film" and expect men to gain enthusiasm and fire by forcing them to sit through three weary hours of it.

Yes, an occasional film, short, snappy and to-the-point. Yes, now and then a chart or graph during a sales meeting or bull session, if it gets quickly to the point and doesn't drag and grow dead.

Point-of-purchase displays must be built. Their use must be encouraged. But these things are demanded of them: They must have life, animation and action. They must be different. Action is the first and most compelling force in the company's retail television displays for the coming season.

Based on the theme of the more widely known types of TV shows, the mechanical displays, which measure approximately 15x21 inches, show moving cardboard figures in a puppet show, a cowboy on a bucking broncho, and a wrestling scene. The power for each display is a single dry cell which will keep a unit in motion for two weeks. Displays are lithographed in four brilliant colors with the sales message and brand name on the top of each exhibit. These were originated by Einson-Freeman Co., Inc. Others are the product of Kling Studios.

Because Admiral stresses so much point-of-purchase merchandising; because it believes that nothing is sold until it is moved to the user's

home, it has developed several musts:

The retailer must have Admiral merchandise in his window for the four seasonal months of each year. He is charged with having Admiral merchandise well up in front of the store. It must be plugged in and working and it must look its best. Salesmen are urged to even carry dust cloths to make sure that the goods are fresh and clean.

All this builds up to that most important moment when the customer walks into the store. All of the millions of dollars Admiral spends for advertising and promotion have been aimed at this moment. The moment is when the customer and the salesman come face to face, the customer, presumably, with money in his pocket.

If, at this point, the salesman doesn't know the product and its sales features, all is lost. That is why Admiral spends so much time and money on education of the retail salesman. He is the final link in the sales chain, the man on whom each sale depends. Multiply this one man, 30,000 times and you have Admiral's front line of attack.

To make the name "Admiral" a household word in every home in the United States, more than \$18,000,000 were spent in advertising Admiral products last year. This is the more startling when it is pointed out that the name "Admiral" was bought in 1936 for a cash expenditure of \$100. Before that it was known as the Continental Radio and Television Corp. during a time when television was a dream. This first ambitious name was given it when it got its first order for 200 radios built to sell for \$9.95, believe it or not! This and the buyer's promise to pay on receipt of invoice so the "factory" could receive payment before its supplier's bills were due.

## Had Weak Distribution

Because Admiral during its early years was largely a producer of private brand radio sets, and because during the war it was chiefly occupied with Government contracts including radar, walkie-talkies and other electronic devices, it approached peacetime with a very weak distributor and dealer setup. With peace on the horizon, an effort was made to quickly correct this situation.

By the time Admiral was back in civilian production a nucleus organization of 40 distributors and 1,000 dealers had been signed up. Now it has 83 distributors who have 600 salesmen serving 30,000 dealers. All counties in the United States are covered. It is management policy

to keep in close and constant touch with all these distributors and all their salesmen. Systematic reports continuously flow into the general offices; a steady bombardment of information flows out.

With the addition of its "white goods" line, refrigerators and electric ranges, soon after the war, Admiral took its place as one of the nation's largest advertisers. The \$18,000,000 invested in advertising in 1950, Mr. Johnson explains, may look like a lot of money at first glance but in reality it represents only about four cents to the dollar of the money consumers paid at retail that year for Admiral products. He adds that when one considers that the company is selling durables; the majority of which cost \$200 or more, that should be looked upon as a very economical figure.

In scheduling advertising, Admiral management never loses sight of the value of timing. Advertising is tied in closely with seasons and holidays, and flexibility is maintained. If sales seem to be bogging down in some market, that market gets a fast shot in the arm.

The national copy on lower price models is run in less expensive multi-million circulation mass magazines. Top price lines are advertised nationally, almost on an institutional basis, in class magazines. Local advertising is on a cooperative basis, with distributors and dealers bearing a portion of the cost. Invariably it is

bold, hard-selling copy featuring large illustrations and prices.

Admiral's advertising committee is comprised of the president of the company, the advertising director, the sales manager, the divisional product head and the agency representative who handles that line. All advertisements are approved by this group. The word "group" is used, it is explained, because "committees seem to have acquired a reputation for being long on debating and notoriously slow on action." It is an axiom with Admiral management that slowness must not be condoned.

"We believe in being aggressive," says Mr. Johnson. "We plan aggressively, we advertise aggressively and we fight like a bearcat for point-of-purchase and window displays. We never for a single minute lose sight of the importance of dealer salesmen. But once more let me say this: We do not want our dealer salesmen to become puppets worked with our fingers or marionettes whose every action is governed by strings pulled from our headquarters. We train them, but we qualify the meaning of training by calling it "education and knowledge" of product. After that we have one final thought we impress on them, everyone alike. We call it the very essence and core of selling. It is this:

"Above all else ask for the order. Never once forget to ask for the order. It's asking for orders that gets them."

## Dates & Places for Sales Confabs

### APRIL

Miami (Dade Co. Auditorium)	Sales Rally	April 11
Tampa (Tampa Municipal Auditorium)	Sales Rally	April 12
Jacksonville (George Washington Hotel)	Sales Rally	April 13
Columbus (Central H. S. Auditorium)	Training Clinic	April 9-13
Detroit (Masonic Temple)	Training Clinic	April 9-13
Los Angeles (Ambassador)	Sales Conference	April 13
Columbia (Township Auditorium)	Sales Rally	April 16
Minneapolis	Clinic	April 16-20
Raleigh (Morson H. S.)	Sales Rally	April 17
Winston Salem (Reynolds Auditorium)	Sales Rally	April 18
Charlotte (Hotel Charlotte)	Sales Rally	April 19
Charlotte (Hotel Charlotte)	Sales Conference	April 20
Philadelphia (Bellevue-Stratford)	Sales Conference	April 23
Philadelphia (Broadwood Hotel)	Sales Rally	April 23
Pittsburgh (Wm. Penn Hotel)	Sales Rally	April 27
Newark (Mosque Theater)	Sales Rally	April 30

APRIL 1, 1951



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ROANOKE VIRGINIA  
SAWYER • FERGUSON • WALKER CO.  
National Representatives

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PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

### NEW REPRINTS

228—Appraisals for Salesmen: They Help to Lift The Batting Average; and Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan. (Price 50c)

227—227 Reasons for Continued Selling—Even though there's nothing to sell. (Price 10c)

226—When-And Why-Customers Mistrust Salesmen, by Dr. Donald A. Laird. (Price 5c)

225—What Air Reduction Is Doing to Increase Effective Selling Time. (Price 10c)

224—Market Research: The Coming "Must" in Industrial Selling, by Terry Armstrong. (Price 10c)

223—Hickok Tests Multiple Management and Finds It Sound, by A. R. Hahn. (Price 25c)

221—A Portfolio of Sales Control Forms. (Price 50c)

220—The Vital Spark in Effective Selling: Creative Thinking, by Alex F. Osborn. (Price 5c)

219—Don't Hire a Salesman—Hire a Man & Wife Team, by Robert F. Browne. (Price 10c)

218—Basic Reference Sources in the Field of Sales & Advertising. (Price 25c)

217—How to Keep Sales Bulletins Out of Hotel Waste Baskets, by Herbert W. Green. (Price 10c)

216—When the Dealer Says "I'm All Stocked Up," by W. C. Dorr. (Price 10c)

215—A Time-Saver List of Sources for Maps for Sales Executives. (Price 50c)

### MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Look Who's Buying Comics Now!, by Etna M. Kelley. (Price 25c)


How to Buy Advertising for 47 Cents on the Dollar, by Philip Salisbury. (Price 10c)

Adventures in Shopping. (First and second of series of articles.) (Price 25c)

Adventures in Shopping. (Third and fourth of series of articles.) (Price 25c)

A Training Expert Has His Say In the "War of Words," by David R. Osborne. (Price 5c)

When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?," by Alexander Klein and Morris I. Pickus. (Price 10c)



**QUAD-CITIES**  
ROCK ISLAND, MOLINE, EAST MOLINE, ILLINOIS  
DAVENPORT, IOWA

### POPULATION (METROPOLITAN COUNTIES)

**233,012\***

OVER HALF (57%) ON ILLINOIS SIDE

### TOTAL RETAIL SALES

**\$246,605,000\*\***

OVER HALF (51%) ON ILLINOIS SIDE

### FOOD GROUP (RETAIL SALES)

**\$52,346,000\*\***

OVER HALF (59%) ON ILLINOIS SIDE

### DRUG GROUP (RETAIL SALES)

**\$7,643,000**

OVER HALF (56%) ON ILLINOIS SIDE

\*1950 U. S. Census Preliminary Report

\*\*All sales figures for Quad-City Metropolitan counties from 1948 U. S. Census of Business

This progressive Metropolitan Area of four cities is grouped together as closely as the boroughs of New York . . . definitely ONE MARKET!

Single streets serve as political boundaries between Rock Island, Moline and East Moline, Illinois. The Mississippi River is the boundary between Davenport, Iowan and the three Illinois cities.

Three bridges, which carry almost 11 million cars each year, connect the Illinois and Iowa sectors. Quad-City families commute from city to city where their shopping requirements are filled at the 2,626 well-stocked retail outlets. (57% of the retail outlets are located on the Illinois side.)

The ARGUS and DISPATCH are the only daily newspapers which can assure you of complete coverage in the major portion of the Quad-Cities.

WHBF is the influential home-town station . . . Hooper-rated far out in front for three consecutive years.

**ROCK ISLAND ARGUS  
MOLINE DISPATCH**

The newspapers that cover the ILLINOIS side where 57% of Quad-Cities population live.

NAT'L. REP. THE ALLEN KLAPP CO.

**WHBF**

5000 WATTS BASIC ABC

AM TV FM

NAT'L. REP. AVERY KNODEL, INC.

See...

"Talking Displays" Needn't be Costly to Produce Sales

One of BSN's super-market building material dealers built a simple rack out in the open for easier handling of weather stripping. Increased sales followed, and resulted in similar racking of other products to stimulate buying.



April Issue

**BUILDING  
SUPPLY NEWS**

3 South Wabash Ave., Chicago 3

SALES MANAGEMENT

## Candy Salesmen Stop Knocking Each Other

**Positive selling of candy on its merits replaces cut throat competition.**

Candy selling on the West Coast has more than the usual competitive edge, and it was felt that if brokers, manufacturers representatives and their sales people could be brought together, to get acquainted, and do some constructive work for the business they are in, and for themselves, it would be fine all around. To date, it's working out that way—for the 70 members of the Los Angeles Candy Club.

That bar you bought on the way to the elevators reached the vendor through a jobber. About half the 2,650 million pounds made yearly goes through wholesale channels.

The candy salesman contacts jobbers, who supply a bewildering array of retailers—everybody down to the outlets that buy a single box at a time. He also has customers who buy in large quantities and do their warehousing and distributing—supermarket, drug, grocery, variety, theater and other chains, vending machine operators. Some of them have hundreds of retail outlets.

### Rugged Enterprise

Distribution of candy is rugged free enterprise at its best—and sometimes at its worst. Candy salesmen often comment plainly on competitors' products. They battle for accounts, and trade blows below the belt.

A year ago, a group of Los Angeles candy salesmen felt the time had come to police themselves. That's how the Los Angeles Candy Club was started.

The initial purpose of the club has been to acquaint candy salesmen with each other. Members rub shoulders, form friendships, maybe with the competitor of whom they said yesterday, "That so-and-so!" and today assure a slyly needling customer, "Anything that gentleman tells you you can depend upon—absolutely!"

Exchanging ideas is one of the expressed purposes. The candy business has as much turmoil as any these days, what with rising costs, and shifting outlets. For long it bravely held the line of the nickel, and then discovered that the consumer would go for a 10c bar in a big way. Drug stores are being pressured by super-

markets as candy outlets. Besides candy, the salesman is expected to bring around merchandising ideas. The lone wolf who has been hugging his own ideas discovers that by swapping he can have a great many more.

Trade leaders say there are not enough good candy salesmen. The Los Angeles club has set dues at a level which permits partial support of general sales training courses in colleges and universities, expects to have specialized courses later.

Then, there are the various days

and seasons when candy can be promoted — Christmas, Mother's Day, the industry's own Sweetest Day in autumn. With experience, local ties will be strengthened.

Better public and trade relations are on the agenda. Salesmen counter a popular belief that "Candy is bad."

The Los Angeles club includes sales people handling chewing gum, nut and chocolate confections, and its membership represents 120 different manufacturers.

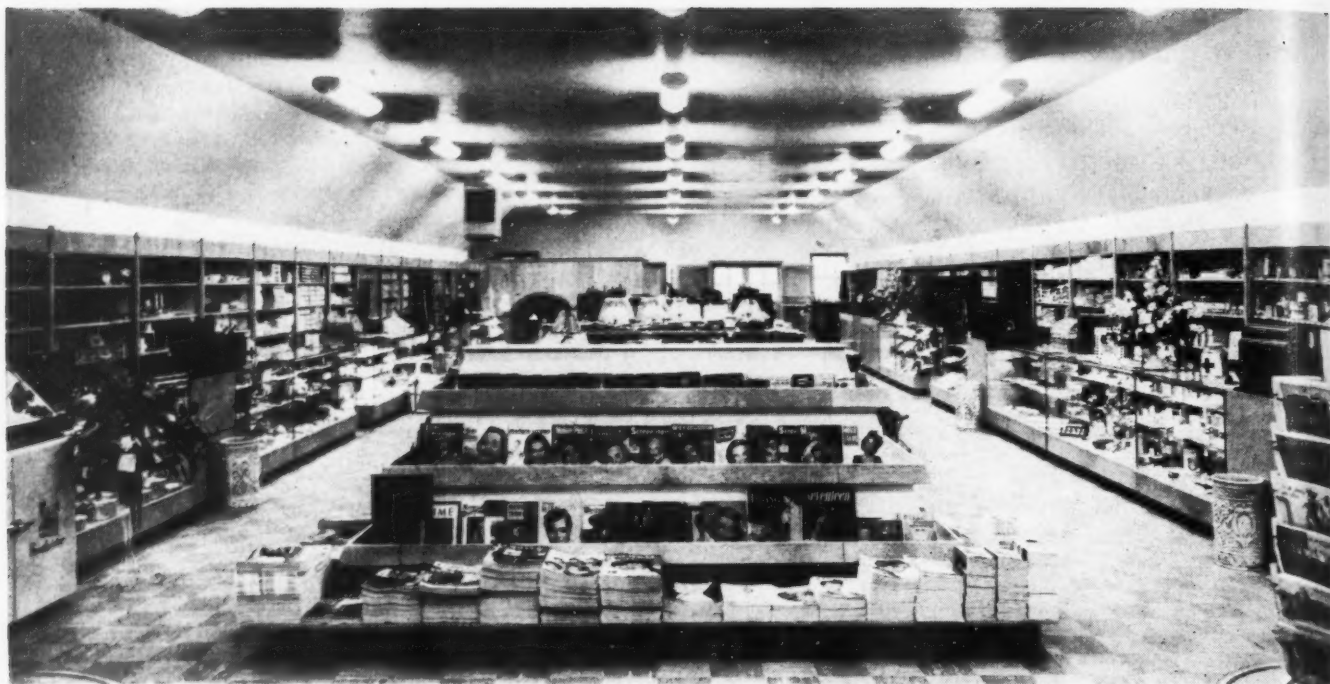
# Peoria's Caterpillar is Really Rolling!

## Caterpillar Facts —

- **EMPLOYMENT . . . Now 26,400 . . . UP 9,650 in 5 years.**
- **SALES of \$337,285,327 in 1950 . . . UP 32.3% over 1949.**
- **\$60 MILLION (5 year) Expansion Program is Now Complete.**
- **\$42 MILLION Govt. Order (1/27/51) Supplements Peak Civilian Demand.**

Population . . .  
Circulation and  
Retail Sales  
Are ALSO at an  
ALL-TIME HIGH!





FOR FASTER TURNOVER 75% of all exchanges now have self-selection. This is at Camp Hood, Texas.

## Your Market's in the Army Now!

BY LAWRENCE M. HUGHES

Part II of an article in two parts.\*

**To sell the Armed Forces exchanges: first create demand for your product, through advertising. Price agreements help—but they don't guarantee orders. Then make sure both central offices and exchange officers know your stuff.**

Armed Forces exchanges have found that only known, accepted brands can provide the volume, and the profits, they need for welfare purposes.

Domestic exchanges try to show a profit of at least 6%. In Army and Air Force exchanges today this ranges, with size and stability of installation, from 4½% to more than 7%.

But all the Armed Forces provide exchange service when necessary—even when these exchanges operate at a loss.

To achieve the over-all 6% goal

\* Part I of "Your Market's in the Army Now!" appeared in the March 15th issue.

in the last four years—when Congress until lately was concerned with *reducing* both the size of the Armed Forces and the appropriated welfare funds of those remaining, and the Philbin committee was reducing the scope of exchange operations—the A&AFES embarked on a carefully organized, centralized control and development program.

Not until February, 1948, was this program extended to the last domestic Army area. Yet, from fiscal 1947 through fiscal 1950 (ending June 30 of each year), net earnings of all A&AF domestic exchanges climbed steadily, from 2.64% to 5.46% to 6.07% to 6.49%.

The 6% minimum is based on projected sales of \$25 a man a month. This in turn would provide 80% of welfare funds for all domestic A&AF enlisted personnel. The Government now provides 20%.

Under the present setup, regional officers in Baltimore, Atlanta, Chicago, San Antonio and San Francisco guide exchange officers in their areas, and report to Chief of A&AFES in New York. They also return welfare "dividends," which go for service clubs, hobby shops, libraries, day rooms, athletic programs, soldier shows, etc.

Apportionment works out like this: A Maryland post has 5,000 troop strength, monthly exchange volume of \$100,000, net profit of \$7,500. But a New York post has only 500 troops, \$10,000 volume, \$400 net profit.

The \$7,500 of the one and \$400 of the other are sent monthly to Baltimore regional office.

Dividends for welfare, which Baltimore returns, are in reverse propor-



**St. Louis, Mo.** "I get my work out twice as fast with my IBM Electric. Better carbons and nicer results, too."



**Jacksonville, Fla.** "My speed has picked up at least 40 words a minute now that I have an IBM Electric Typewriter."



**Seattle, Wash.** "I can type on my IBM Electric for hours without getting tired."



**New Brunswick, N. J.** "My secretary turns out letters I'm proud to sign, proud to have represent me and my company. She types so much faster, too, that now she can relieve me of much of my regular routine work."

## Letters of Credit\*



\* Excerpts from unsolicited letters.



# Electric Typewriters

INTERNATIONAL BUSINESS MACHINES CORPORATION

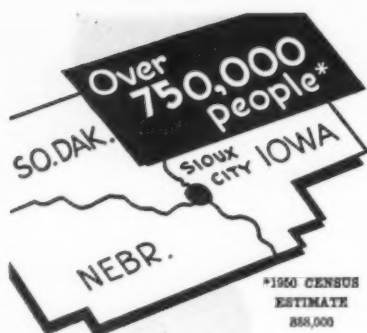
IBM, Dept. SS-1  
590 Madison Ave., New York 22, N. Y.

- ☐ I'd like to see a demonstration of an IBM Electric Typewriter.
- ☐ Please send descriptive folder.

Name \_\_\_\_\_  
(please print)

Company \_\_\_\_\_

Address \_\_\_\_\_

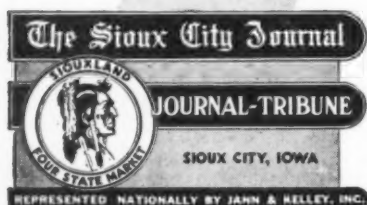


• Sell Sioux City  
Journal Readers

• And You Sell

## • THE WHOLE SIOUXLAND MARKET

Write for Detailed Information



## do you believe in signs?

If not... stop reading... otherwise  
you simply **MUST** get the current  
story on hard-hitting point-of-  
purchase signs by Artkraft.\*

**PORCEL-M-BOS'D  
STORE FRONT SIGNS**

**OUTDOOR NEON  
DEALER SIGNS**

**OUTDOOR ILLUMINATED  
PLASTIC SIGNS**

\* *Artkraft*

**Artkraft SIGN COMPANY**  
Division of Artkraft Manufacturing Corp.  
1137 E. KIBBY STREET LIMA, OHIO

Please send, without obligation, details on Artkraft signs.

( ) We are interested in a quantity of outdoor neon dealer signs.  
( ) We are interested in a quantity of Porcel-M-Bos'd store front signs.  
( ) We are interested in a quantity of outdoor illuminated plastic signs.  
( ) Please send instructions on how to set up a successful dealer sign program.

NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
STREET \_\_\_\_\_  
CITY & STATE \_\_\_\_\_

QUALITY PRODUCTS FOR OVER A QUARTER CENTURY  
\*Trademark Reg. U. S. Pat. Off.

## How to sell...

### ARMY & AIR FORCE:

#### For overseas exchanges:

1. Write to Army & Air Force Exchange Service, 25 W. 43 St., New York 18, N.Y. Forward complete information for consideration in connection with requisitions.
2. Create a demand for your product through advertising.

#### For domestic exchanges:

1. Write New York, giving full information for consideration for price agreement.
2. Get A&AFES regional offices to know about your product.
3. Reach exchange offices at individual posts and bases.

### NAVY:

1. "Initiate" on the local level, with individual exchange officers, and promote your product to them.
2. Go or write to the Navy Ship's Store Office, 29th St. & 3rd Ave., Brooklyn 32, N.Y., to get your product considered for price agreement.

### MARINE CORPS:

1. Marine Corps buying is done almost entirely by local exchange officers.
2. But the Marine Corps Exchange Service, Naval Annex, Arlington, Va., can provide information.

tion to troop strength: The smaller the complement the more its commander can request per man per month. This ranges from \$1.35 for those of less than 1,000 men to \$1.10 for those of 5,000 and more.

Thus the big Maryland post gets back from its \$7,500 only \$5,500. The smaller New York post, however, which provided only \$400, gets \$675.

In the A&AF exchanges—but not in the Navy — "consumer cooperation" is fostered by local officer committees and noncom councils named by the commander. The officers' group advises and the noncom group reports the men's reactions to exchange products and policies. The latter is supposed to harness constructively the traditional GI gripe.

Technical Information Branch of A&AFES, even tells exchange officers

how to "report to stockholders." Such meetings cover welfare fund receipts and uses, exchange pricing policies and specific price comparisons. They introduce noncom council members, answer questions from the floor.

The exchange officer emphasizes that "you, the serviceman, are an investor now in your exchange." He describes the efforts to sell quality merchandise and broaden welfare activities. But he shows that the GI's investment also brings him responsibilities—among them to buy only for legitimate needs, and *never* to boast in civilian stores that "I can buy it for less at the PX."

On the other hand, he should inform civilian friends that exchanges now are virtually self-supporting; that their civilian employees are not paid from tax funds; that officers and men spend more in nearby civilian



## What's In A Name?

"Sure we've got a trade mark," exclaimed Mr. Warorder, "several good ones, in fact."

"Then why not keep telling the trade about 'em so they won't forget?" asked Mr. Space-Salesman.

"Why advertise when we are full up on war orders and haven't even got time to answer letters from our customers, let alone shipping 'em shoes?"

"Do you remember names like Patrician, Barry, Fox Footery, Sweet Sally Lunn, Correct Dodge?" asked Space-Salesman.

"Why, yes—they used to be pretty well-known names years ago—what happened to 'em?"

"Just what may happen to you," said Space-Salesman, picking up his brief case. "They got lost and forgotten in the shuffle after World War I."

"Don't hurry," said Warorder. "Let's talk this thing over. You've given me something to think about."

Moral: The Fame of Yesterday can easily be forgotten in the Fog of Today.

Reprinted from  
BOOT AND SHOE RECORDER  
MARCH 1, 1951

*E. H. Testerman*  
President

HERE'S A

MOST DEPENDABLE

FOG DISPELLER

CONSISTENT  
ADVERTISING

to more than

20 THOUSAND  
READER  
BUYERS

The cold fog of obscurity is not conducive to the growth or survival of Brand Names. Brand Names do flourish in the bright sunshine of publicity and root themselves firmly in the fertile soil of advertising. Through some 69 years of our American history, through three wars and many, many emergencies, the best known, hardiest perennial Brands in Shoes and in the Services related to Shoemaking and Shoe Selling, have prospered in the salubrious atmosphere of Boot and Shoe Recorder's pages, and in the rich soil of the Recorder's Industry-wide Circulation.

IN

BOOT and SHOE  
**Recorder**

NATIONAL VOICE OF THE TRADE  
100 EAST 42ND ST.  
NEW YORK 17, N. Y.

A CHILTON PUBLICATION

NEW YORK • PHILADELPHIA • BOSTON  
CHICAGO • ST. LOUIS • LOS ANGELES

stores than in exchanges, and that the exchanges buy local merchandise and services, and employ local civilians.

Economic democracy in exchanges extends to suggestion systems and to "want slips," on which clerks report daily requested items not currently carried. . . . "Wants" at Mitchel AFB the other day were for luggage tags, bath scales, Yankee alarm clocks, G-E irons, Dyanshine brown shoe polish, Vanta wash cloths. . . .

General Marshall's civilian investigators, 10 years ago, criticized Army

exchanges for "lack of centralized control." Local autonomy had led to widely different policies, practices—and prices.

The present A&AFES setup sprang from the price of candy bars!

Installation commanders found that the men at their post might have to pay 1 or 2 cents more for candy and 4 or 5 cents more for cigarettes than those at a nearby post.

In 1945, appointed Director of Individual Services for the Fourth Army, Col. Kendall set out to meet, among other things, the candy bar

problem. Specifically, he was placed in charge of a new system of exchange operation called "Centralization."

Then as Deputy Chief of the new A&AFES, he was assigned to supervise extension of this system to the entire domestic exchange operation. In February 1947, he was named Chief of the Exchange Service.

George Fry & Associates, management engineers, were hired to make a six-month survey of "Centralization" results. On their recommendation, the system was extended to all domestic exchanges.

New York's 10 functions—all implemented by the regional offices—are administrative services; legal; personnel and plans; technical information; audit; operations; procurement; training, and under the comptroller, finance, accounting and insurance.

### Schools for Retailing

Among other things, HQ conducts schools for exchange officers and civilian managers; provides department management and display manuals, and a merchandising calendar or plans book; forms personnel policies, and co-ordinates a nationwide public information program.

(In five years the legal branch has saved soldiers and airmen an estimated \$5 million in state taxes on cigarettes and beer.)

But the efforts of 375 of the 500 civilians at headquarters are devoted primarily to the overseas exchanges. For these it buys virtually all merchandise and supplies, pays bills, functions as banker.

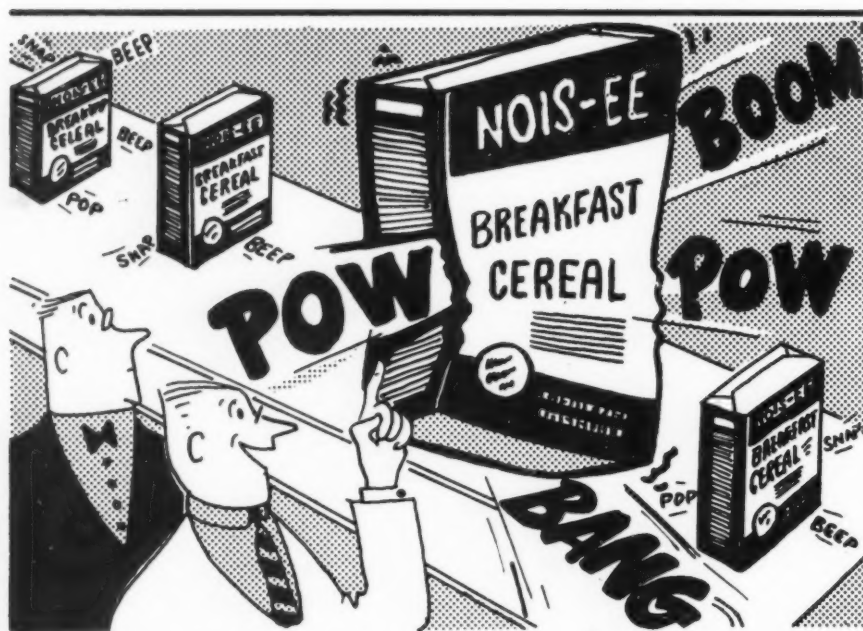
All exchange buying is done, not on a bid, but on a negotiated price basis. For domestic exchanges, all buying is done on the local level—by the exchange officer or his representative. His sources, in order of preference, are surplus of other exchanges; sources listed in A&AFES and regional price agreements (A & AFES now has more than 1,000 price agreements in effect); manufacturers; distributors; others.

For overseas exchanges, New York buys on their requisition.

To manufacturers and others who would like to sell these markets, A&AFES advises—for overseas exchanges:

1. Write A&AFES, New York. "Forward complete information for consideration in connection with requisitions. It is not necessary to call in person."

2. Go to the regional A&AFES offices. Even before a price agreement, get them to know about your product.



## "This is the size we make for the Growing Greensboro Market!"

. . . And speaking of size, the 12-County Growing Greensboro Market is the big action-market in North Carolina—where one-sixth of the state's people made over one-fifth of North Carolina's retail purchases in 1949! . . . The Greensboro Metropolitan Area ranks 10th in the nation in per cent increase in retail sales, 1939 to 1949! This is the market you need if you're looking for high calibre sales action with a BANG! And you can get it—economically and quickly, with the GREENSBORO NEWS and RECORD's 100,000 circulation . . .

*The only medium with 70% coverage in the Greensboro 12-County ABC Market, and selling influence in over half of North Carolina!*

Sales Management Figures

Greensboro  
News and Record

GREENSBORO, NORTH CAROLINA

Represented Nationally by Jann & Kelley, Inc.

3. Go to the exchange officers at the posts and bases.

Overseas procurement is complicated by such factors as a six-month "turnaround" period on shipments. This no longer eliminates style and seasonal merchandise, but complicates the shipment of perishable and precision equipment. Chocolate, for example, is shipped in cooler months. Makers of cameras and other devices use "tropicalized" packaging. Thus far in the present war the first "priorities" to exchanges have been on special packing equipment. Their only actual priorities in World War II were on such equipment as cash registers and adding machines.

Overseas exchanges lean even more heavily than domestic on established products and brands of definite demand.

Domestic exchanges will experiment a bit. Eighty-six in the A&AFES are on a "sampling list" to check sales reactions to new products. These products are not free samples. The exchanges cannot afford to be "indebted" to manufacturers. However, they may buy combination and other deals that are offered to civilian stores.

### Seek New Sources

Col. Kendall emphasized among advantages of the present A&AFES setup: Exchanges enjoy the fruits of co-ordinated efforts, without impairing the authority of post or base commanders and exchange officers over them. "We scout and check merchandise sources for them," he explained. "We help them test quality and demand for new products. Across-the-board price agreements with suppliers give small and isolated installations the same merchandise at the same discounts as the largest ones"—some of which have volumes of more than \$3 million.

The regional offices also help to obtain new lines and sources of merchandise, to see that merchandise is procured on favorable terms; and through improved staffing, store layout and otherwise, help the exchange officers to become better merchants.

Exchange promotion is limited to interior and sometimes window displays. (Last January, advertising in domestic installation newspapers was stopped.) Displays cannot promote brands.

The Armed Forces release no information on brand sales standings. They do not endorse products. Their exchanges cannot serve as "a testing ground for consumer reactions or brand preferences."

But the very fact that "the expressed preferences" of servicemen

and their families "govern all procurement activities" makes exchange officers and employees continually brand-conscious.

Service people are exposed to advertising in general and specialized media. Their youngsters ask for TV- and radio-advertised brands. They read a lot of magazines and newspapers. As "news dealers," exchange officers know the relative size and loyalty of their customers' readership.

At the time of my visit, Major Patrick H. Long of Mitchel Air Force Base had decided, partly from lack of space, to cut his regular magazine list from 80 to 42. At Fort Dix and adjoining McGuire AFB, exchange managers were re-surveying their magazine needs.

### Known Brands Preferred

Navy and Marine officers, in Brooklyn and Washington, told me: "We prefer nationally advertised brands." And the A&AFES advises exchange officers to "take advantage of national advertising—buy known brands and standard merchandise.... When a manufacturer puts on an advertising or promotional campaign, tie in...."

But the exchanges also are urged to "keep a close watch on local preferences and special items, brands and colors. When a new item clicks, push it early and hard. Try to keep one step ahead of your customers' wants."

Also: "Keep abreast of the times. Know current trends. Watch the magazines and trade papers...."

An exchange officers' trade paper—a civilian enterprise—is *Post Exchange*, 10-year-old "magazine of merchandising to the Armed Forces." Recently, Post Exchange Publishing Co., New York, started a mid-month *Post Exchange News Letter* to military and government sales managers of manufacturers, agency executives and others, on installation openings and reopenings, new products and packages for these markets, and on ways to sell them.

Military personnel can be reached directly through such publications as *Army Times* and *Air Force Times*, *Army*, *Navy*, *Air Force Journal*, *Armed Forces*, *Army-Navy Register*, etc. The service publication *Stars & Stripes* does not carry advertising....

Exchange prices not only are fairly uniform, but stable. The assurance that their products will not be turned into loss leaders or price footfalls endears exchanges to many manufacturers. Exchanges don't buy for speculation or stock-piling. Thus their "shrinkage" loss runs only 1%, as against about 4½% for civilian stores.

## Ring Binders



... that  
**RING THE BELL**  
FOR APPEARANCE, DURABILITY, AND DESIGN

- for sales presentations.
- for catalogs.
- for price books.
- for specifications.

Lowest initial cost —  
Lowest final cost —  
Designed especially for you.

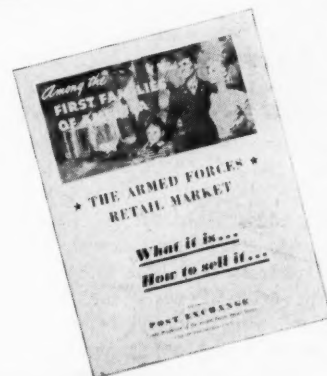
\*Also 100s of other items.

Send for FREE Folder

**Sales Tools, Inc.**

1224 West Madison Street  
CHICAGO 7, ILLINOIS

FREE!



**SEND TODAY FOR VALUABLE FOLDER,**  
"The Armed Forces Stores Retail Market ... what it is ... how to sell it".  
**FIND OUT HOW YOU CAN REACH THE BIG \$1,500,000,000 ARMED FORCES MARKET FOR CONSUMER GOODS THROUGH**

**"POST EXCHANGE"**  
The Magazine of Merchandising for the Armed Forces  
9 East 45th Street New York 17  
Atlanta • Chicago • Los Angeles  
San Francisco • Boston

Consider the case of Wanda, the Talking Doll.

Exchanges and big civilian stores both bought Wanda last fall for \$10. Through fall and winter, an exchange officer told me, he sold her consistently at \$12.50. For a couple of months Macy's price was \$19.95. Then, two weeks before Christmas Macy's cut to \$7.95. . . .

The Navy exchange service—still officially the U.S. Navy Ship's Store Office—functions at Brooklyn HQ under Captain Herlihy through divisions of retail merchandise, services merchandise, operations fiscal, stock control, administrative, accounting.

When requested, the Navy Ship's Store Office buys specific items for overseas exchanges and ship's stores. As the Navy's Supply Demand Control Point for exchange type merchandise, it stocks Naval Supply Center, Oakland, Cal. with the top brands of items in most demand by ship's stores in the Pacific. It also purchases the majority of equipment and fixtures for the exchanges.

Fifty-six percent of Navy suppliers are under price agreements. Individual domestic exchanges buy 85% or more of their merchandise under such agreements.

But "initiation," the Ship's Store Office said, must be at the local level.

One officer described several ways to "sell the Navy:"

1. Go or write to the Brooklyn office. If your product has possibilities, the buyer presents it to the merchandise committee. Then the Navy checks your Dun & Bradstreet rating, the product's acceptance in civilian stores, and other factors. And then—if you will sell the Navy at the lowest price you sell anybody—you may get a price agreement.

2. But the agreement does not guarantee orders. You are still competing, on the Navy's list, with other national, and with regional manufacturers who can start without price agreements. You had better promote to the local exchange officers.

Navy stores have 16 merchandise departments, of which four—tobacco, jewelry, soap and toiletries, and household items—represent 60% of over-all domestic volume. In some stores, tobacco may draw a full one-third of all dollars.

The 12 others are smoking accessories; cameras; sporting goods; personal leather goods; luggage; stationery (indoor games, periodicals, toys, etc.); notions and sundries; uniforms and accessories; menswear; women's accessories; infants' wear, and abroad, native handicrafts.

New products may be tested in one "guinea pig" exchange in each of the 12 naval districts in contin-

ental United States.

But one officer emphasized that because the exchanges must meet established turnover rates, there's little "gambling" on new products.

All Marine Corps exchange buying, said Lt. Col. McCabe, "is done at the operating level." Active management of MC stores is in charge of civilians. The Corps does not have across-the-board price agreements nor open-end contracts. But HQ does advise exchanges on regulations, and helps them to become better merchants. . . .

### 1,000 "Main" Exchanges

Because of the number of branches and other factors—and branches at some installations are larger than main exchanges at others—figures on the number of exchanges are rather meaningless. All told today, however, the Armed Forces operate about 400 main exchanges in continental U.S.; perhaps 75 main exchanges overseas, and 500 on-ship stores—or more than 1,000 main or separate operations.

Fort Dix and adjoining McGuire AFB in New Jersey are just a sizeable "one" of them. But the Dix operation, under Col. Thomas M. Childs, includes one main and 13 smaller stores and snack bars; six small "general" stores; 14 dayrooms; five service clubs; two guest houses. And among 23 concessions are six cleaning and pressing, three barber and three beauty, two watch repair shops.

Three hundred civilian employees—not counting concessionaires—serve the 30,000 soldiers and airmen currently at Dix and McGuire. Dix functions for basic training and for reception and replacement, with different groups there for six and 14 weeks. The Dix-McGuire stores carry a minimum of 2,500 items, handled by three buyers. Col. Childs makes final buying decisions.

The exchanges try to bring their merchandise and services within a half-mile of wherever the men may be located. But changes come so steadily that, within an installation, branches are being started while others are being dropped. Stores-on-wheels help. So do vending machines. Some exchanges may have 400 of these machines, of a score of types—"serving" coffee and food, cigarettes, stamps and other things, including coin-operated typewriters.

Substantial "losses" may not even reduce an exchange market! In January the Air Force completed transfer of its Continental Command from Mitchel AFB, Long Island, to Colorado Springs. But when I visited

Mitchel a few weeks later, the number of new arrivals kept the exchange volume mounting. In 1950 Mitchel's volume was divided \$1 million for merchandise (about 95% of it in the main store) and \$500,000 for services. The 20 salespeople at the store thus did nearly \$50,000 volume each. (The filling station, operated direct, sells 50,000 gallons of gasoline a month.)

With an unusually transient market, the Navy Receiving Station in Brooklyn divided its \$800,000 volume in 1950 about 85% for retailing and 15% for services. Of 2,000 men there, only 300 are "permanent." The others stay two days to two weeks, awaiting new assignments. With many going to sea, where cigarettes can be bought for 6 cents a pack, they still bought enough there, at 16 cents, to make tobacco account for one-third of store total. With seven clerks this store last year had a \$650,000 volume. . . .

An even bigger job than expanding and adapting existing exchanges is to start or reactivate all those now springing to life.

Almost the only thing the taxpayers now give exchanges is the shells of the buildings. And a lot literally are shells.

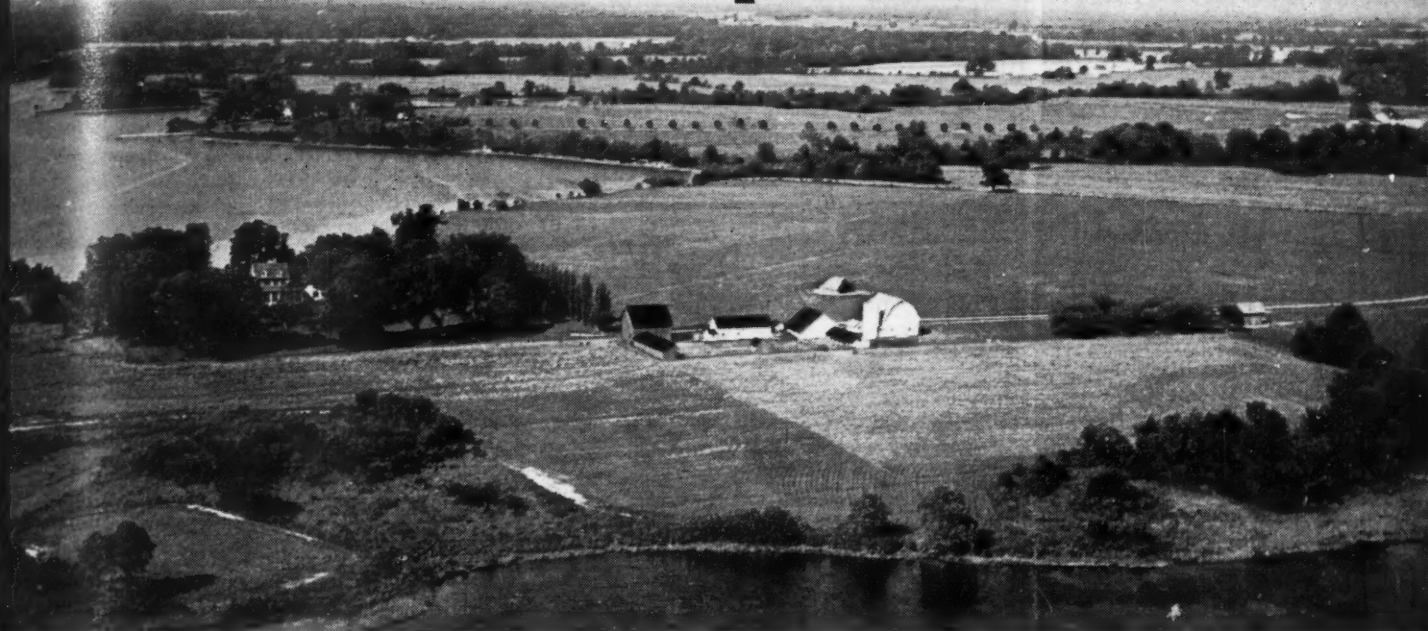
The A&AFES is putting up rectangular Butler or Truscon buildings, with steel girder roofs and steel or aluminum sides. "When they have to move," Col. Kendall said, "the only thing lost is the foundation."

Within four days of the formal reactivation of Greenville AFB, South Carolina, a temporary exchange greeted the first fliers. Within six weeks an attractive "permanent" exchange was operating.

(PX resourcefulness has made some tall tales. In World War II an exchange officer in Alaska had his own railroad. . . . A Marine PX officer captured by the Japanese had just cashed thousands of dollars' worth of checks. He kept them with him nearly three years. The banks honored them, and the Marine welfare fund got the benefit.)

But just starting a whole new exchange community would seem to have "hazards" enough. In a "Guide for Exchange Activation," A&AFES tells the exchange officer to get all possible help from his regional offices and other sources. He must know the expected size of his market; troop and family housing areas; work and training areas, and convenient buildings available to exchanges. He must adapt these, or erect new buildings—being advised that "a small number of large outlets permits more efficient operation than a large number of small outlets."

# How Much of Your Baltimore Shipments Winds Up Here?



Attractive Mrs. Dean, wife of a Mississippi delta cotton farmer, shops for her smart apparel and beauty aids in the stores of Memphis and New Orleans.



You ship to distributors in big cities like Baltimore—but *where do the distributors re-ship your goods?*

Retailers who buy from your distributors sell your goods to customers living—*where?*

Remember . . .

*Every third dollar is spent at retail by rural families (like the Bishops, Country Gentleman subscribers whose Maryland farm is shown above).*

Over half of all big volume grocery stores are in places of 25,000 population or less.

Drug stores with the most rural business are making the greatest profits.

Even in big-city shopping cities, 57% of all "shopping line" goods are purchased by customers living *outside* cities.

You already have distribution into established outlets serving Rural America. You can expand profitable volume—by advertising directly to rural families in their rural magazines.

Through Country Gentleman, you reach 2,300,000 of the most prosperous rural readers coast to coast—with *greatest impact*, proved by a recent nationwide survey. Find out what happens to your own big-city shipments . . . and join the hundreds of advertisers whose investments have made Country Gentleman 1st among farm magazines—12th among *all* magazines—in advertising revenue.



Living room of the Nebraska farm home of the Johnsons, Country Gentleman readers, was designed and furnished with the help of an Omaha department store's decorating service.



Big grocery orders of Country Gentleman readers, the Beldens of Massachusetts, are regularly delivered to their farm door from a store in town.

## WHERE PEOPLE BUY VS. WHERE BUYERS LIVE

The selling problem is concerned with *Where People Buy*—the location of retail outlets. The advertising problem is concerned with *Where Buyers Live*—reaching them with messages in their homes. Manufacturers who understand and act on this difference get more profit from every selling and advertising dollar.

**GREATER POWER TO MOVE PEOPLE  
GREATER POWER TO MOVE GOODS**

**Country Gentleman**

**THE MAGAZINE  
FOR  
BETTER FARMING  
BETTER LIVING**

Some things, such as bowling alleys, can wait. He should measure his female complement before starting a beauty parlor . . . He learns that "whenever possible the exchange should operate its own activities"—and decides, with his c.o.'s help—which ones still should be let to concessionaires. Recommended commission for most concessions is 10% of the annual gross. But for food markets it is 2 to 5%; automatic voice and amusement machines (skill and music), 50 to 60%.

With an organization chart he draws lines of authority, at headquarters and to supervisors and managers of branches. He must see that managers and employees are trained. A&AFES and regional price agreements, vendors' catalogues and other data help him start a procurement section. He develops stock control, merchandise budget, daily, monthly and yearly sales objectives.

### How to Guess Demand

Experience of comparable exchange operations, supplied by A&AFES, tells him such things as 80% of his tobacco department dollar volume probably will come from cigarettes; 23% of "candy" from ice cream, 17% from candy bars, 15% from gums, mints, etc. Tooth paste will attract 13% and shaving cream, toilet soap, hair preparations 12% each of his toiletry dollars; watches 55% of "jewelry" revenue.

Size distribution of men's clothing is somewhat tougher—with 33% in trousers and 84% in shoes. But garter belts, girdles and panties are simple. In each, small, medium and large sizes will cover respectively 33, 50 and 17% of requirements.

The c.o. must buy "desirable merchandise on the most favorable terms"—but always remembering that this function is "constantly under the scrutiny" of the public and "civilian merchants and vendors in particular . . . All vendors must be treated on an equal basis and with every courtesy. All salesmen should be interviewed."

Some exchange officers have had both civilian merchandising and previous exchange experience. But because Uncle Sam usually makes other plans for them, the turnover in all the armed forces is fairly heavy. In three and one-half years A&AFES trained 300 officers. But by February, 1950, only 78 of the 222 exchange officers then serving had been trained in this school. Recently, a two-week officer training program in New York was resumed.

Exchange continuity is provided more by civilian managers.

Among the tools provided by A&AFES for exchange officers is an annual "Merchandising Calendar and Sales Record." It shows over-all percentages of each of the nine departments to total domestic volume; average department retail mark-up and turnover rates; monthly per capita sales and percentage to annual total, etc.

The new c.o. learns that in the four calendar years 1946 through 1949, annual per capita volume was, in turn, \$282.06, \$265.74, \$304.22 and—with the Philbin recommendations in effect—\$258.05. Thus the annual average in this period was \$227.57 and the monthly average \$23.13. (After a continuing decline in the first half of 1950, per capita sales moved upward.)

The calendar, one week to a page, gives daily reminders. In early January he should feature winter sports equipment, hot foods, electric heaters, "plan Valentine display," and prepare for Easter on "25 March." Sunday and end-of-month spaces are full of advice. One full page shows him how to select colors for displays.

Month after month, a wide range of products gets emphasis — among them clothes storage and moth preventives, for spring cleaning; toy banks for National Thrift Week; croquet and golf equipment, iced tea sets, electric fans and swim suits, for early summer. And in the fall, back-to-school supplies, crib blankets, and toys for all ages.

The toy range alone is wide: stuffed animals, furniture, games, mechanical, musical and shootin' toys, electric trains.

Food displays follow the seasons—through "shelled nuts for the Lenten season," custard pies for summer, to plum puddings . . .

At least 75% of exchanges now have some degree of self-service or self-selection." Some have check-out stands. Thus the importance of store layout and display—and advertised brands—is reiterated.

A&AFES equips exchange officers with quarterly display brochures and a manual of displays and layouts. Photographs of good, and less good, examples, dramatize "store appeal" and principles of attraction.

"Navy store officers are provided similar merchandising, accounting and operational guides, through the 20-page illustrated "Monthly NSSO Letter," compiled and issued by the Navy Ship's Store Office. Merchandise bulletins are also issued by that office on special market offerings and holiday promotions. Signs are provided for special days as well as for normal store use.

Exchange officers and branch managers are given guides to employee training. The c.o. should "assign overall training responsibility to one person as part of his regular duties." In an appendix the trainer can score his progress in 17 basic factors.

Under A&AFES guidance, regional officers launch, supervise and evaluate training programs. A&AFES provides department managers with sample job breakdowns. Periodically, branch managers and regional men make "activity analyses" of progress in performance.

All of the exchange services now have 20,000 civilian employees.

Each new A&AFES employee gets a "welcome" booklet, which is also a handbook. It tells the purpose and history of exchanges, and the individual's responsibility in maintaining and improving them. It describes policies on wages, merit rating, advancement, vacations, etc.; group insurance, retirement plan, separation pay.

Civilian employees are not unionized. Nor are they under civil service. In employee relations, the exchange services operate much the same as private businesses. A lot of employees apparently have found exchanges a good place to work.

Most of them will have bigger opportunities.

### A Permanent Business

The USA seems finally to have decided that the way to peace and survival is to build and maintain the armed strength to insure them. All the evidence shows that the exchanges have just begun to grow. Among other directions, they are growing as sound businesses.

The Armed Forces don't deal in prophecy. But an observer may note a few straws in the wind.

The Pentagon, which houses the hierarchy and thousands of the lowerarchy of the Department of Defense, soon may have its first exchange, to serve members of all the armed forces. A central warehouse soon may supply all the exchanges in the Washington area.

Ultimately the Navy and Marine Corps may join with the Army and Air Force in a single, coordinated, worldwide exchange operation. This would simplify the problems of selling and serving this market.

Whether it would permit the Armed Forces to dominate their suppliers would still depend largely on the suppliers.

So long as the exchanges carry what their customers want, advertising can keep the cash registers ringing, for everyone concerned.

## Toughest Sale I Remember



"The buyer called his assistant, and whispered to me, 'Demonstrate it to him'."

## I Had a Sale Up My Sleeve

BY JOHN O. GANTNER, SR.

About a half century ago our then Gantner & Mattern sales force was meeting solid resistance in the Middle West and East. Store buyers just did not want to order California labeled merchandise. I determined to prove that what we were making in San Francisco could compete with anything.

My aim was to sell the largest dealer in men's underwear in each city. I had heard that such a dealer, in Chicago, would be the Hub. Fred Strutz was its buyer. I called on him and found him brief but courteous. Almost at once he said, "I have never heard of any important underwear made on the Pacific Coast and I am familiar with practically every brand in America."

I told him quickly about the success we had had with our distinctive line of plain and fancy knitted underwear in its various original stitches, colors, etc., on the Pacific Coast and suggested that he give me 10 or 15 minutes to see my line at the Palmer House.

"I'm leaving for New York this afternoon," he replied, "And haven't started to pack. I couldn't think of going to your sample room."

With that I pulled down the cuff of my long-sleeve

shirt and said, "Mr. Strutz, tell me frankly, have you ever seen anything like this in your life?" Then I quickly pulled down my other sleeve which was of another color and stitch.

Surprised, he said, "You've told the truth. I never saw anybody make underwear with one sleeve one color and the other another color."

I pulled up the trouser of my right leg and showed him still another stitch. Then the trouser of my left leg, which had a fourth color and stitch. "This suit was made up specially to impress buyers who can't come to my sample room," I told him.

"Wait a minute," he said. He called his assistant, whispering in my ear, "Demonstrate it to him."

The moment the assistant saw the underwear I sensed a spark in the atmosphere. He called Mr. Strutz aside and whispered to him. My hearing was excellent. This is what I heard: "For God's sake, get that underwear exclusively for Chicago."

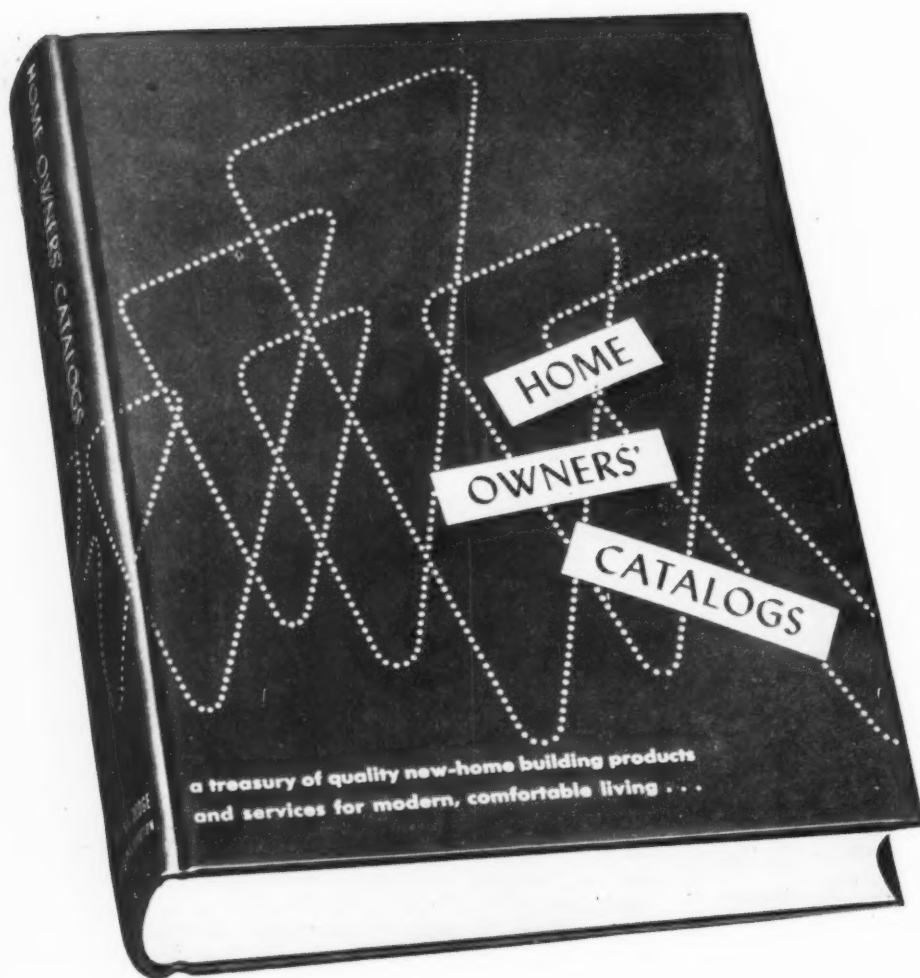
To cut a long story short, I got a very substantial order and the re-orders that piled in practically swamped our capacity. The handling of our underwear by this widely known establishment influenced other stores throughout the East.

My policy for 50 years has been one of direct approach. I believe it has been a primary factor in the growth of Gantner-of-California, now a world-wide organization.

JOHN O. GANTNER, SR. is president of Gantner-of-California, San Francisco, manufacturer of swim suits, sweaters and sportswear.

# This Little Pig Went to Market...

(ONCE UPON A TIME)



## FACTS YOU SHOULD KNOW...

Your consumer catalog in this handsome volume will be delivered daily and directly to active home-planners...each one carefully selected and screened.

Your consumer catalog in this volume will be constantly consulted by *known buyers*. Researcher Starch reports: "Reader-ship of individual catalogs in Home Owners' Catalogs ranks among the highest for this type of sales literature of any we have studied."

Your consumer catalog can be in the very next edition of Home Owners' Catalogs. Write to Design and Production Department, Home Owners' Catalogs, for expert guidance in the preparation of your insert.

## More and more manufacturers are selling through Home Owners' Catalogs!

These firms know that promotional aggressiveness pays off. Their fact-packed product story in the new Home Owners' Catalogs sells the rich, ripe, '51 custom housing market.

American Central Div.—Avco  
Mfg. Corp. . . . . 4 pages  
American Telephone & Telegraph  
Co. . . . . 4 pages  
The Philip Carey Mfg. Co. . . . 8 pages  
Chase Brass & Copper Co. . . . 20 pages  
Combustion Engineering—  
Superheater, Inc. . . . . 4 pages  
Crane Co. . . . . 24 pages  
Crosley Div.—Avco Mfg. Corp. . 12 pages  
Drexel Furniture Co. . . . . 8 pages  
Elkay Mfg. Co. . . . . 4 pages  
The Formica Co. . . . . 4 pages

Frigidaire Div.—General Motors  
Corp. . . . . 8 pages  
General Electric Co.—  
Air Conditioning Dept. . . . 8 pages  
General Electric Co.—  
Appliance & Mdse. Dept. . 24 pages  
General Electric Co.—  
Lamp Department . . . . 16 pages  
Hall-Mack Company . . . . 8 pages  
The Henry Furnace Co. . . . 8 pages  
Hotpoint Inc. . . . . 8 pages  
Landers, Frary & Clark . . . . 8 pages  
Libbey-Owens-Ford Glass Co. . 32 pages  
The Mosaic Tile Co. . . . . 4 pages

National Electric Products Corp. . 4 pages  
The C. A. Olsen Mfg. Co. . . . 8 pages  
Pittsburgh Plate Glass Co. . . . 24 pages  
Pittsburgh Plate Glass Co.—  
Paint Div. . . . . 24 pages  
Pryne & Co., Inc. . . . . 8 pages  
Rheem Mfg. Co. . . . . 8 pages  
The Sisalkraft Co. . . . . 4 pages  
Square D. Company . . . . 4 pages  
Truscon Steel Co. . . . . 8 pages  
The Waterman-Waterbury Co. . 8 pages  
Westinghouse Electric Corp. . . 24 pages  
Youngstown Kitchens—Mullins  
Mfg. Corp. . . . . 24 pages

# . BUT CUSTOM HOME-PLANNERS ARE GOING TO MARKET ***NOW!***

## Three Important Questions . . . and Three Factual Answers:

### 1. How active is the 1951 custom-built housing market?

*Extremely active!* Matter of fact: A survey of current custom home-planners tells the true tale . . . the market is 98% active. Sure, a sprinkling are changing their plans because of prevailing conditions. But are they abandoning home-building plans? No! Are they postponing their plans? Not appreciably!

(An independent researcher's complete report on the activity in today's quality housing market is yours for the asking. Write to Research Department, Home Owners' Catalogs.)

### 2. How vital is this market to you?

*Very, very vital!* Every custom home-planner *must* buy or specify building materials, insulation, roofing, windows, plumbing and heating equipment, floor coverings, appliances, furnishings, and 1,001 other new-home products. Every custom home-planner located, screened and bombarded by HOME OWNERS' CATALOGS is in the market for new-home products *right now*. And every custom home built today is a model for the millions of homes built tomorrow. Can you—as a sales-minded guy or gal—honestly question the value and vitalness of this market?

### 3. How can you sell this market . . . effectively and economically?

Through Home Owners' Catalogs! And the beauty of the Home Owners' Catalogs method of distributing your consumer sales literature to *active* home-planners is this: *The cost is in direct proportion to your actual sales possibilities.* Nowhere else is what-you-pay kept so commensurate with what-you-get.

Need we say more? Isn't it a crying shame today's rich crop of custom home-planners is going to market without complete buying information about *your* products or services?

**ACT NOW!** Today's custom housing market sets the styles for tomorrow's mass market!



See Standard Rate and Data Service for complete details

## HOME OWNERS' CATALOGS

A Service of the F. W. Dodge Corporation  
119 West 40th Street, New York 18, N. Y.

# Advertising

## MEDIA ... AGENCIES ... SERVICES

### 1950 Magazine Advertising Tops All-Time Record

Advertisers put more dollars into national magazine advertising during 1950 than in any previous year. A total magazine revenue of \$465,000,000 topped 1949 by \$20,000,000 and was a larger dollar volume than any national medium had ever carried. Magazine advertising volume has grown more than threefold since 1939 when it reported a total of \$152,000,000.

As reported by the Magazine Advertising Bureau, magazine advertising has increased in dollar volume during 1950 in 19 of the 28 business classifications of the Publishers Information Bureau Service. The largest dollar gain over 1949 was in the advertising of household equipment and supplies—up \$6.4 million.

The figures included represent dollar evaluation of space carried by magazines reported in detail in the PIB Service, plus four other publications similarly measured by Farm Publication Reports, Inc. Sunday



**MINE HOSTS**, as *McCall's Magazine* formerly opened new suite of food kitchens and appliance test rooms in New York City headquarters: (left to right) Elizabeth S. Herbert, household equipment editor; Marvin Pierce, president, McCall Corp.; Helen McCully, food editor; Otis Wiese, editor and publisher; Camille Davied, executive editor. Upwards of 1,000 advertising agency executives, *McCall's* advertisers and appliance manufacturers attended week's show.

newspaper supplements and sections are excluded.

Magazine circulations also broke records for the first six months of 1950, both in overall total and in terms of circulation per hundred population. MAB finds that 249 magazines or groups had a combined ABC circulation of 146,700,000. With the Nation's population of 151,400,000 a record circulation of 96.9 per hundred persons was achieved.

National advertisers' investments in four leading media—magazines, network radio, network television, and Sunday newspaper supplements—sections—totaled \$748,000,000, MAB reports. This was nearly \$48,000,000 over the 1949 figure—a gain of 6.9%.

### More NIAA \$ Awards Lure Industrial Advertisers

Advertisers' chances to win dollars and recognition via National Industrial Advertisers Association awards are even better this year than last.

In addition to the McGraw-Hill and the Putnam competitions for industrial advertisers, The Industrial Press Award is offered by the publishers of *Machinery* and *Heating & Ventilating*. \$1,000 is "to be given to the industrial advertising man who, in the opinion of the judges, has made the best documented presentation to his management proving the need for a specific advertising program, and showing how that program fills the need." It is emphasized that this is a separate operation which precedes putting the program into effect.

The plum for NIAA chapter co-operative effort is the \$1,500 and citation McGraw-Hill Award for the two chapters which have "made the most valuable contribution to the advancement of industrial advertising as a constructive force for social and economic progress." First prize is \$1,000 and \$500 goes to the runner-up.

The invitation to compete for the



**HOWARD W. CALKINS** is elected chairman of the board of directors of Albert Frank-Guenther Law, Inc.; was a vice-president and director since 1946.

1951 Putnam Award has been mailed to the Association's full membership. Entrance, however, is not confined to NIAA members.

Taking into consideration present world conditions, the invitation states that "today some advertisers face the possibility that . . . there may be times when they will have nothing to sell regular customers or prospects.

"Your advertising would [then] be called on to do double duty: to prove to government the need for its continuance because it serves the Nation's defense; to prove to top management that such continuance of advertising is good business."

In normal times the award is given strictly on a basis of "demonstrating industrial advertising's effectiveness in helping make sales . . . a way top management can understand."

The award is subdivided: \$1,000 to the winning advertiser and \$500 to his agency; \$500 to second place winning advertiser and a citation to his agency. Citations are also given to money prize winners.

### National Advertisers See Products in CBS Color TV

More than a score of the country's leading advertisers saw how their products look on color television during the mid-March series of demonstrations by the Columbia Broadcast-



**ASSUME LEADERSHIP** of The Kellor & Stites Co., Cincinnati: Philip R. Hume (left) as president, and John T. Nolan, Jr. (right) as executive vice-president.

# The ABC Pink Sheets are out

## *Here's the score!*

TOTAL NET PAID CIRCULATION  
6 months ending December 31, 1950

LADIES' HOME JOURNAL	4,544,412
WOMAN'S HOME COMPANION	4,076,045
McCALL'S	3,865,558
GOOD HOUSEKEEPING	3,081,565

Same Period 1949

Same Period  
1950 vs. 1949

Ladies'	
Home Journal . . .	4,429,260 . . . +115,152
Woman's Home	
Companion . . . . .	4,000,156 . . . + 75,889
Good	
Housekeeping . . .	3,080,493 . . . + 1,072
McCall's . . . . .	3,937,386 . . . - 71,828

That's the story of the women's service field as it actually exists—without fanfare or claim. For at the COMPANION we hold that a valid rate structure must always be based on *documented* delivery!

We sell the present, never the future, and only the past when it has an immediate bearing on what is currently happening. And here's how we stand:

In the second half of 1950 the COMPANION increased its total net paid circulation to an all-time record high.

Moreover, *only* the COMPANION, of all four leading women's service magazines, can report *uninterrupted* circulation increases for each 6-month period over the last three years.

So when we say the advertisers are learning that the COMPANION is the magazine to watch, we refer to A. B. C. Publisher's Statements—not estimates of the future. We speak of a *long-term* upward circulation trend! So why not check the COMPANION today?

Only a magazine which provides vital answers to all the basic needs of women today could tell this success story. The magazine millions of women depend on for

PERSONAL SERVICE • HOME SERVICE • PUBLIC SERVICE

*Woman's Home* **COMPANION**

Average Circulation: more than 4,000,000



THE CROWELL-COLLIER PUBLISHING COMPANY • THE AMERICAN MAGAZINE • COLLIER'S • WOMAN'S HOME COMPANION • A MARKET OF 9,700,000 FAMILIES

APRIL 1, 1951

101



HOW THEIR PRODUCTS look on CBS color TV is seen by officials of The Kroger Co. Left to right: William J. Sanning, advertising director, J. B. Hall, president, and John Hancock, a director, of Kroger; J. L. Van Volkenburg, vice-president in charge network sales, and Adrian Murphy, vice-president, general executive, CBS; C. M. Robertson, Jr., president, The Ralph Jones Co., advertising agency.

ing System. At CBS headquarters in New York City top executives of the companies watched their products presented as they would be on a regular color telecast. And CBS reaped a garland of testimonials from its hand-picked audience.

The first demonstration featured the products of the Kroger Co. J. B. Hall, president, declared that color television "is what the food industry has been waiting for," and he underscored the faithfulness with which the color of Kroger products came through on the receiver screen. "In fact," he added, "the CBS color will help us to improve our shelf displays. Whatever you do to improve labels for color television will improve them for display purposes."

Miss Janette Kelley, director of the Home Service Department of General Mills, Inc., envisions a marked pickup in the appetite of television viewers of the future as the result of color television broadcasting.

Glenn Gundell, Sealtest Division of National Dairy Products Co. predicted "that every color television viewer will put on 20 pounds after seeing food products in all their appetizing, real-life colors as they were shown here today."

An executive of Cannon Mills, Inc., said, "Lack of color has been a deterrent to our going into black-and-white television, but when regular color television broadcasting starts, we'll go in."

"I could almost smell the Sweet-heart Soap," said an official of the

Manhattan Soap Co. He added, "We're ready for color as soon as the go-ahead is given."

"I want to be the first man on the

air with a color television program when regular color broadcasting starts," stated Martin Strauss, board chairman of Bymart, Inc.

The CBS demonstrations were witnessed by executives of Lever Brothers Co., who saw the company's Spry, Rinso, Lux, Lifebuoy soap and Good Luck Margarine shown as they would be on a regular color telecast. John Allen, the firm's television director, said, "Color television is ideal for our packages. It heightens their registration. . . . We want to get into color television as soon as regular broadcasting starts."

Other advertisers whose executives witnessed the demonstrations and who had equally kind words for CBS color telecasting, included: Colgate-Palmolive-Peet Co.; Canada Dry Ginger Ale, Inc.; Northam Warren Corp.; Bristol-Myers Co.; Pond's Extract Co.; P. Ballantine and Son; Hudson Pulp and Paper Corp.; Bulova Watch Co.; National Biscuit Co.; Standard Brands, Inc.; Continental Baking Co., Inc.; Sterling Drug, Inc.; Owens-Corning Fiberglas Corp.; Alexander Smith & Sons Carpet Co.; C. H. Masland & Sons; Esso Standard Oil Co.; Wildroot Co., Inc.



NEWLY ELECTED board chairman of The Advertising Council, Fairfax M. Cone (center), chairman of the board of Foote, Cone & Belding, is congratulated by past Ad Council chairmen, '50, '49 respectively, Samuel C. Gale (left), vice-president in charge of advertising, home service and public service for General Mills, Inc., and Charles G. Mortimer (right) vice-president for General Foods Corp.



Says Mr. Arthur Raphael, Vice President of the Lionel Corporation: "We use the *Survey of Buying Power* for the establishment of sales quotas and find that your County Outline Retail Sales Map is wonderful for giving visual presentations of this data."

## when sales executives are planning and deciding

*Sales Management*

is always  
in the picture

No matter what problems the Sales Chief may face in his working day, the chances are he'll make use of *SALES MANAGEMENT* magazine or one of the special tools SM provides to help him in his job. In addition to the pertinent ideas he finds in every issue of the one publication edited specifically for him, the typical Sales Executive turns to *SALES MANAGEMENT* for aids and services which include:

- County Outline Retail Sales Maps
- The annual *Survey of Buying Power*
- Reader Service Department and Library
- Special Consultation
- Sales Letter Round Table
- Specialized Application for Employment Blanks.

**for example:** *SALES MANAGEMENT* subscribers have bought 63,000 copies of SM's Specialized Application for Employment forms in the past year.

Combine these special services with the stimulating editorial content in one of the world's "most often quoted" publications and you see the *consistent impact* of *SALES MANAGEMENT* on the opinions and decisions of the nation's sales executives.

THE MAGAZINE OF MARKETING

*Sales Management*

386 Fourth Ave., New York 16, N. Y.

333 North Michigan Ave., Chicago 1, Ill. • 15 East de la Guerra, Santa Barbara, Calif.

APRIL 1, 1951

103

# High Spot Cities

## Retail Trade Forecast for April, 1951

The volume of retail sales will probably reach a level of \$11.6 billion in April of this year. Representing a gain of only 5% above the level of last April, which is less than the corresponding price gain that period, it reflects a mixed situation. In part, the implied decline in the physical volume of goods sold reflects the comparison of this April, which does not include Easter sales, with last April, which did. In addition, however, a reaction to the abnormally high retailing levels of the first quarter of the year has clearly set in, as can be noted in the slowing down in certain hard goods lines.

Thus, for instance, price cuts have been announced by some key television manufacturers, which, along with special sales at the retail end in the large urban areas reflect some inventory uneasiness. It is not generally realized that in the large television markets such as New York, Philadelphia and Chicago, well over half of all families now have television sets. Television sales promotion is now geared in large part to replacement sales in addition to tapping new markets.

However, for other items, such as new cars (but not for used cars) consumer demand remains very high, and some degree of scare buying persists as a result of continued uncertainty about possible future inflationary rises.

Among those states reporting better than average performances for this March (as compared with March of 1950) are: Arizona, Connecticut, Georgia, Kentucky, Michigan, North Carolina, Ohio, Oregon, South Carolina, Tennessee, and Texas.

The leading cities those with a city national index well above average are: Fresno, Calif., 118.5; Corpus Christi, Tex. 112.7; Lubbock, Tex. 112.1; Royal Oak-Ferndale, Mich. 110.6; Waco, Tex. 110.5; Columbus, Ga. 110.5; Charlotte, N. C., 108.9; Spartanburg, S. C. 108.6;

Passaic-Clifton, N. J., 108.5; Detroit, Mich. 108.4; Eugene, Ore. 108.4; Flint, Mich. 108.0; Bethlehem, Pa. 107.3; Pittsburgh, Pa. 107.3; Fort Worth, Tex. 107.0; Albuquerque, N. M. 106.8; Greensboro, N. C. 106.7; Muskegon, Mich. 106.7; New Haven, Conn. 106.7.

Sales Management's Research Department, with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1951 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1951 over 1950," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1951 over 1950" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the

same month last year, but the rate of gain may be less—or more than that of the Nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

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Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1950 which equals or exceeds the national change.

### RETAIL SALES (S.M. Forecast for April, 1951)

City	City Index	City Nat'l Index	\$ (Million)
1951	1951	1951	April
vs. 1939	vs. 1950	vs. 1950	1951

### UNITED STATES

333.4 105.0 100.0 11625.00

### Alabama

★ Birmingham	371.3	107.4	102.3	30.82
★ Gadsden	438.5	107.6	102.5	4.56
Mobile	382.7	100.1	95.3	9.76
Montgomery	343.0	104.2	99.2	8.78

### Arizona

★ Phoenix	472.0	108.7	103.5	13.74
★ Tucson	419.9	107.5	102.4	8.23

SALES MANAGEMENT

RETAIL SALES				
(S.M. Forecast for April, 1951)				
City	City	City		
Index	Index	Nat'l	Index	\$
1951	1951	1951	(Million)	
vs.	vs.	vs.	April	
1939	1950	1950	1951	

### Arkansas

Fort Smith ....	372.5	95.4	90.9	4.88
Little Rock ....	379.4	100.1	95.3	12.90

### California

Bakersfield .....	377.2	99.6	94.9	10.90
Berkeley .....	275.7	101.9	97.0	7.83
★ Fresno .....	423.5	124.4	118.5	18.72
Long Beach ....	380.3	104.6	99.6	27.04
Los Angeles ...	295.8	103.2	98.3	191.97
Oakland .....	292.8	103.0	98.1	43.92
Pasadena .....	349.1	102.8	97.9	15.99
Riverside .....	384.7	100.7	95.9	5.54
Sacramento ....	308.4	96.8	92.2	20.23
★ San Bernardino .	366.1	107.6	102.5	8.20
★ San Diego .....	396.7	108.3	103.1	31.46
San Francisco ..	271.4	100.3	95.5	86.33
★ San Jose .....	330.5	108.5	103.3	12.66
★ Santa Barbara ..	308.8	105.2	100.2	5.96
★ Stockton .....	349.0	108.9	103.7	10.75

### Colorado

★ Colorado Springs	312.6	108.2	103.0	5.44
Denver .....	306.5	104.6	99.6	45.24
Pueblo .....	305.8	101.4	96.6	5.78

### Connecticut

★ Bridgeport .....	280.3	108.2	103.0	17.10
★ Hartford .....	267.8	105.8	100.8	24.10
Middletown .....	235.4	101.7	96.9	2.33
★ New Haven ....	230.8	112.0	106.7	16.71
Stamford .....	330.1	102.5	97.6	7.46
★ Waterbury .....	249.9	108.2	103.0	9.02

### Delaware

★ Wilmington ....	338.8	109.3	104.1	18.26
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### District of Columbia

★ Washington ....	318.4	110.5	105.2	106.33
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### Florida

★ Jacksonville ....	368.9	107.0	101.9	22.65
★ Miami .....	443.9	106.3	101.2	38.00
Orlando .....	390.8	101.2	96.4	8.52
Pensacola .....	318.6	97.1	92.5	4.46
★ St. Petersburg ..	471.1	111.4	106.1	12.72
Tampa .....	431.7	104.9	99.9	16.49

RETAIL SALES				
(S.M. Forecast for April, 1951)				
City	City	City		
Index	Index	Nat'l	Index	\$
1951	1951	1951	(Million)	
vs.	vs.	vs.	April	
1939	1950	1950	1951	

### Georgia

★ Atlanta .....	320.2	107.0	101.9	45.76
★ Augusta .....	347.6	106.6	101.5	7.23
★ Columbus .....	416.8	116.0	110.5	8.21
★ Macon .....	333.0	108.7	103.5	6.96
★ Savannah .....	315.0	106.2	101.1	9.01

### Hawaii

★ Honolulu .....	325.3	105.1	100.1	21.60
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### Idaho

Boise .....	317.5	97.3	92.7	5.81
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### Illinois

Bloomington ...	292.1	100.5	95.7	4.79
Champaign-Urbana .....	346.6	104.0	99.0	7.14
Chicago .....	288.2	102.1	97.2	362.00
Danville .....	303.2	98.9	94.2	4.73
Decatur .....	295.1	102.9	98.0	7.85
★ East St. Louis .	352.3	105.0	100.0	7.75
Moline-Rock Island-E. Moline ...	316.5	102.3	97.4	9.81
Peoria .....	291.5	104.5	99.5	14.78
★ Rockford .....	325.8	109.5	104.3	11.86
Springfield .....	306.5	102.8	97.9	10.42

### Indiana

Evansville .....	341.1	103.8	98.9	12.79
★ Fort Wayne ....	298.7	109.7	104.5	13.92
Gary .....	347.9	102.3	97.4	12.49
Indianapolis ....	317.5	103.1	98.2	49.66
Muncie .....	289.7	101.6	96.8	5.65
★ South Bend ....	385.7	107.8	102.7	15.35
Terre Haute ...	293.2	102.4	97.5	8.18

### Iowa

★ Cedar Rapids ...	290.1	107.6	102.5	7.95
Davenport .....	285.2	99.6	94.9	8.10
Des Moines .....	294.1	102.3	97.4	20.06
Sioux City .....	283.1	102.3	97.4	9.23
Waterloo .....	290.7	100.7	95.9	6.86

### Kansas

Hutchinson ....	297.0	99.8	95.0	3.98
★ Kansas City ....	307.2	106.2	101.1	8.94
Topeka .....	298.1	96.6	92.0	7.81
Wichita .....	411.3	103.5	98.6	18.41

### Kentucky

★ Lexington .....	284.3	107.9	102.8	7.79
★ Louisville .....	327.0	105.0	100.0	35.51

## ONE OF NEW ENGLAND'S BEST

### Come One, Come All

Very few markets excel in all sales groups. Middletown does. Take general merchandise . . . index to *all around* buying ability. There are sixty-two larger New England cities . . . but only twenty-nine can stay ahead of Middletown in total general merchandise sales.

This superiority invites the special attention of advertisers in *all sales groups* to Middletown and the Greater Middletown market. To keep pace with Middletown's sales tempo, you need the Press. No combination of outside papers can match its coverage . . . deliver this market.

You Always Get MORE in MIDDLETOWN

### THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.  
OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

We publish two good newspapers  
... they are read by everybody  
in and around Louisville

We sell advertising space at  
reasonable rates.  
It produces sales.



The Courier-Journal

THE LOUISVILLE TIMES

Owners and operators of  
Station WHAS and Station WHAS-TV  
364,123 DAILY • 293,426 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.



## TESTING

A wide variety of occupations. High incomes in all brackets. Lynn and the wealthy North Shore comprise a natural test market! And the LYNN ITEM is ready with an experienced staff to cooperate in every way!

GET RESULTS

in **LYNN**  
with the

# ITEM

Only A.B.C. newspaper in Lynn, Mass.

Represented by Small, Brewer and Kent, Inc.  
CHICAGO • NEW YORK • BOSTON  
SAN FRANCISCO • LOS ANGELES

## High Spot Cities

RETAIL SALES  
(S.M. Forecast for April, 1951)

City Index	City Index	Nat'l Index	\$
1951	1951	1951	(Million)
vs. 1939	vs. 1950	vs. 1950	April 1951

### Louisiana

Baton Rouge ...	427.3	93.5	89.0	9.87
New Orleans ...	352.4	100.7	95.9	45.92
Shreveport ...	336.4	102.4	97.5	13.12

$$1 + 1 + 1 = 4$$

## HERE'S HOW

Holyoke's food story builds up to a grand climax for advertisers ... Local housewives buy 34% more food per family than housewives in an average U. S. market. So that your advertising pays off equivalent to a bonus family with every three families sold. You sell four average families when you sell three actual in Holyoke City Zone.

The Transcript Telegram ... local news paper covering this market ... delivers a circulation bonus too in the big Holyoke City Zone comprising Holyoke, Chicopee and the Hadleys. This newspaper reaches more than 25,000 of the city zone's 31,200 families. With the biggest pay envelopes in the state, they're good families for food advertisers to cultivate. All advertisers, for that matter who sell in our area.

## The Holyoke Transcript-Telegram

HOLYOKE, MASS.

Represented by  
The Julius Mathews Special Agency, Inc.

RETAIL SALES  
(S.M. Forecast for April, 1951)

City Index	City Index	Nat'l Index	\$
1951	1951	1951	(Million)
vs. 1939	vs. 1950	vs. 1950	April 1951

### Maine

Bangor .....	238.7	97.3	92.7	4.01
Lewiston-Auburn	248.8	99.8	95.0	5.25
Portland .....	215.2	100.3	95.5	8.20

### Maryland

Baltimore .....	281.9	102.7	97.8	88.87
Cumberland ....	244.1	100.4	95.6	4.32

### Massachusetts

Boston .....	219.3	104.8	99.8	89.16
Fall River .....	244.0	104.4	99.4	8.20
Holyoke .....	270.3	103.4	98.5	4.92
Lawrence .....	234.3	100.8	96.0	6.96
★ Lowell .....	311.7	105.8	100.8	7.98
Lynn .....	264.0	97.5	92.9	9.08
★ New Bedford ...	252.7	106.1	101.0	8.54
Pittsfield .....	232.3	103.4	98.5	4.67
★ Salem .....	271.2	105.2	100.2	4.42
★ Springfield .....	236.0	107.6	102.5	16.40
★ Worcester .....	254.4	106.8	101.7	19.56

### Michigan

★ Battle Creek ...	335.1	110.3	105.0	6.77
★ Bay City .....	356.1	106.5	101.4	6.41
★ Detroit .....	371.1	113.8	108.4	204.81
★ Flint .....	318.3	113.4	108.0	18.94
★ Grand Rapids ...	331.8	109.8	104.6	22.23
★ Jackson .....	301.7	109.3	104.1	7.00
★ Kalamazoo .....	320.4	111.0	105.7	9.58
★ Lansing .....	335.8	111.6	106.3	12.96
★ Muskegon .....	298.5	112.0	106.7	5.82
★ Pontiac .....	325.2	110.6	105.3	8.39
★ Royal Oak- Ferndale ....	444.4	116.1	110.6	8.00
★ Saginaw .....	356.6	111.0	105.7	10.00

### Minnesota

Duluth .....	223.6	103.0	98.1	8.92
Minneapolis ....	270.0	104.2	99.2	60.32
St. Paul .....	231.8	97.5	92.9	32.24

### Mississippi

Jackson .....	421.3	103.8	98.9	9.10
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### Missouri

Kansas City ....	336.5	103.8	98.9	2.75
St. Joseph .....	267.5	104.7	99.7	6.42
St. Louis .....	284.0	102.7	97.8	83.34
★ Springfield ....	344.4	105.0	100.0	7.44

SALES MANAGEMENT

RETAIL SALES (S.M. Forecast for April, 1951)				
City Index 1951 vs. 1939	City Index 1951 vs. 1950	Nat'l Index 1951 vs. 1950	\$ (Million) April 1951	

#### Montana

Billings .....	366.2	102.0	97.1	5.64
Butte .....	211.5	96.2	91.6	4.40
Great Falls ....	307.7	100.4	95.6	5.20

#### Nebraska

Lincoln .....	306.2	100.3	95.5	9.92
★ Omaha .....	312.3	110.6	105.3	27.33

#### Nevada

Reno .....	310.0	95.9	91.3	5.89
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#### New Hampshire

Manchester ....	277.4	101.7	96.9	7.74
Nashua .....	240.0	100.9	96.1	2.88

#### New Jersey

Atlantic City ...	263.5	102.3	97.4	9.75
★ Camden .....	308.1	107.0	101.9	12.60

RETAIL SALES (S.M. Forecast for April, 1951)				
City Index 1951 vs. 1939	City Index 1951 vs. 1950	Nat'l Index 1951 vs. 1950	\$ (Million) April 1951	

#### New Jersey (cont.)

Elizabeth .....	291.2	104.2	99.2	10.86
Jersey City-				
Hoboken ....	223.4	98.5	93.8	21.47
★ Newark .....	241.9	106.6	101.5	50.03
★ Passaic-Clifton ..	322.0	113.9	108.5	12.46
★ Paterson .....	273.9	107.2	102.1	15.64
Trenton .....	269.9	99.0	94.3	14.63

#### New Mexico

★ Albuquerque ...	661.7	112.1	106.8	12.77
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#### New York

Albany .....	290.0	98.0	93.3	18.24
Binghamton ....	253.1	94.5	90.0	8.91
★ Buffalo .....	274.8	106.1	101.0	57.03
Elmira .....	255.2	100.6	95.8	5.69
★ Hempstead				
Township ....	523.5	110.1	104.9	51.36
Jamestown .....	273.0	104.9	99.9	4.75
New York .....	258.5	102.1	97.2	684.38
★ Niagara Falls ...	279.9	106.7	101.6	8.23

## Short Story with Happy Ending

It takes \$881 a year to set the family table in the Pittsfield Metropolitan Area. That's \$167 more than an average U.S. family spends. Food Sales totaled \$32,689,000 in 1949.

The Berkshire Eagle reaches 8 out of every 10 homes in the entire ABC market. Everybody reads it. Retail Linage proves heavy dealer acceptance and big results.

Advertise in The Eagle and sell happily in Pittsfield.

**THE BERKSHIRE  
EAGLE**  
PITTSFIELD, MASS.

Represented by  
Julius Mathews Special Agency

## Salem News Offers You A BIG SLICE

Essex County ranks near the top among the nation's 3,072 counties—43 in income, 47 in retail sales, 34 in food sales. A must in any sales manager's book.

When you sell Salem City Zone, you help yourself to a huge slice of this rich county's sales. Salem City Zone has more total income, more buying power per family, more total retail sales than any other Essex County market.

Salem City Zone is covered thoroughly by its single newspaper . . . with Localnews impact all across the market. When selling Essex start with Salem City Zone.

**THE SALEM  
EVENING NEWS**  
SALEM, MASS.

Represented by  
The Julius Mathews Special Agency,  
Inc.



## OUTSTANDING

### among "preferred" cities

During the last year there has been one outstanding market among all of New Jersey's major cities . . . Passaic-Clifton, the only city in the state rated "preferred" by Sales Management every month of the last twelve. This month, as it has for the last eight, Passaic-Clifton leads all major New Jersey cities with the greatest percentage gains in retail sales, according to Sales Management forecasts. For the last six months, Passaic-Clifton has been mentioned by Sales Management in its editorial introduction to its High Spot section as one of "the leading cities" in the United States, "with a city national index well above the average." Only one newspaper offers adequate advertising coverage of this OUTSTANDING North Jersey market.

## THE HERALD-NEWS

**51,968** abc annual  
audit 1950

OF PASSAIC-CLIFTON, N. J.

Represented by The Julius Mathews Special Agency

## DON'T BREAK THE CHAIN

Salisbury is a vital link in the chain of fertile, receptive markets in the rich **PIEDMONT** area of the South's No. 1 State. The Salisbury **POST** makes your sales promotion complete.

*Plus outstanding  
merchandising support*

Write for **BRAND PREFERENCE SURVEY**



**WARD-GRIFFITH COMPANY**  
Representatives

## THERE'S CONCENTRATED BUYING POWER IN WINSTON-SALEM LOOK AT THE EVIDENCE

**1950  
CONSTRUCTION  
\$13,795,890  
Since 1949  
An Increase of  
79%**

The **JOURNAL & SENTINEL** are the only papers that cover this rich, growing market in the South's No. 1 state.

The **JOURNAL & SENTINEL** are the only papers south of Washington offering a Monthly Grocery Inventory—an ideal test market.

The **JOURNAL & SENTINEL** are the only papers that completely blanket an important, 8-county segment of North Carolina.  
**YOU CAN'T COVER NORTH CAROLINA WITHOUT THE**

**WINSTON-SALEM TWIN CITY  
JOURNAL and SENTINEL**  
MORNING SUNDAY EVENING  
National Representative: **KELLY-SMITH COMPANY**

## High Spot Cities

**RETAIL SALES**  
(S.M. Forecast for April, 1951)

City	City	City	
Index	Index	Nat'l	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	April
1939	1950	1950	1951

### New York (cont.)

Rochester	239.4	100.6	95.8	33.75
Schenectady	274.1	95.3	90.8	10.17
★ Syracuse	253.7	108.5	103.3	22.30
Troy	295.8	99.2	94.5	8.37
★ Utica	280.8	105.1	100.1	10.53

### North Carolina

Asheville	315.9	104.2	99.2	6.76
★ Charlotte	425.8	114.3	108.9	16.82
Durham	323.3	100.8	96.0	6.66
★ Greensboro	516.9	112.0	106.7	11.94
Raleigh	367.3	104.0	99.0	7.75
★ Salisbury	334.9	108.7	103.5	2.78
★ Wilmington	299.2	106.8	101.7	3.65
Winston-Salem	314.9	102.0	97.1	7.62

### North Dakota

Fargo	319.5	96.0	91.4	5.40
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### Ohio

★ Akron	308.2	109.3	104.1	27.74
★ Canton	292.2	109.4	104.2	12.71
★ Cincinnati	285.5	107.6	102.5	54.54
★ Cleveland	285.6	106.6	101.5	99.56
Columbus	283.4	94.5	90.0	37.41
★ Dayton	305.8	105.5	100.5	27.00
★ Mansfield	314.0	111.5	106.2	5.59
Springfield	292.9	97.3	92.7	7.47
★ Toledo	307.8	106.6	101.5	33.58
★ Warren	335.0	110.7	105.4	6.03
★ Youngstown	274.2	108.7	103.5	18.15

## ALTOONA IS GROWING INDUSTRIALLY

**P.R.R. Payrolls in the  
Largest Railroad  
Repair Shops in  
the World ...  
at Altoona  
Pennsylvania  
Alone average  
Better than  
\$4,000,000  
MONTHLY.**

You can reach this rich market most effectively through the **Altoona Mirror**. Advertising in the **Altoona Mirror** is read daily in 98% of all Altoona homes, and 95.4% in the Altoona (ABC) City Zone.

# Altoona Mirror.

**ALTOONA'S ONLY  
EVENING NEWSPAPER**

**Richard E. Beeler**  
Advertising Manager

## DON'T GUESS!

No reason to guess whether your advertising is reaching into Norristown through outside coverage . . .

## BE POSITIVE!

Your message in **THE NORRISTOWN TIMES HERALD** definitely reaches 9 out of 10 families. No other medium does and cannot truthfully say so!

**NORRISTOWN<sup>Pa</sup>  
TIMES-HERALD**  
NORRISTOWN, PENNA.

• Represented Nationally By The  
**Julius Mathews Special Agency**

# RETAIL SALES (S.M. Forecast for April, 1951)

City	City	Nat'l	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	April
1939	1950	1950	1951

## Oklahoma

Bartlesville .....	294.1	100.1	95.3	2.00
Muskogee .....	286.9	100.4	95.6	3.07
Oklahoma City ..	325.0	103.2	98.3	24.73
Tulsa .....	345.4	101.7	96.9	19.41

## Oregon

★ Eugene .....	450.7	113.8	108.4	6.76
★ Portland .....	294.8	105.4	100.4	44.87
Salem .....	341.7	90.3	86.0	5.74

## Pennsylvania

★ Allentown .....	295.0	107.5	102.4	11.89
Altoona .....	240.8	103.5	98.6	6.38
★ Bethlehem .....	337.2	112.7	107.3	6.07
Chester .....	295.0	93.0	88.6	6.43
★ Erie .....	340.0	107.1	102.0	13.60
Harrisburg .....	292.6	100.2	95.4	12.20
Johnstown .....	251.7	103.7	98.8	7.50
Lancaster .....	245.6	103.3	98.4	7.27
★ Norristown .....	247.9	105.0	100.0	3.47
Oil City .....	186.4	96.8	92.2	1.51
★ Philadelphia ...	290.7	107.2	102.1	184.75
★ Pittsburgh .....	283.0	112.7	107.3	84.32
Reading .....	273.6	104.8	99.8	12.42
★ Scranton .....	248.0	105.1	100.1	11.63
Wilkes-Barre ...	237.5	96.8	92.2	8.17
York .....	252.0	102.5	97.6	6.25

## Rhode Island

★ Providence .....	253.3	109.4	104.2	24.69
Woonsocket .....	251.3	101.2	96.4	4.02

## South Carolina

Charleston .....	317.4	100.8	96.0	7.65
Columbia .....	343.6	97.7	93.0	9.45
★ Greenville .....	382.9	110.8	105.5	8.27
★ Spartanburg ...	437.7	114.0	108.6	6.74

## South Dakota

Aberdeen .....	429.1	99.3	94.6	3.39
Sioux Falls .....	323.3	103.2	98.3	6.24

## Tennessee

★ Chattanooga ...	292.4	105.1	100.1	13.54
★ Knoxville .....	327.9	105.8	100.8	14.33
★ Memphis .....	354.9	110.0	104.8	39.85
Nashville .....	317.4	104.2	99.2	21.17

# RETAIL SALES (S.M. Forecast for April, 1951)

City	City	Nat'l	
Index	Index	Index	\$
1951	1951	1951	(Million)
vs.	vs.	vs.	April
1939	1950	1950	1951

## Texas

★ Amarillo .....	478.5	108.3	103.1	10.48
Austin .....	385.2	96.5	91.9	12.79
Beaumont .....	419.6	100.4	95.6	10.49
★ Corpus Christi ..	464.4	118.3	112.7	12.26
Dallas .....	390.7	104.4	99.4	56.02
★ El Paso .....	428.7	108.6	103.4	13.89
★ Fort Worth .....	429.1	112.4	107.0	33.08
Galveston .....	320.9	92.5	88.1	6.61
★ Houston .....	388.0	107.6	102.5	62.44
★ Lubbock .....	600.0	117.7	112.1	10.50
★ San Antonio ...	393.4	106.8	101.7	33.60
★ Waco .....	449.3	116.0	110.5	9.21
Wichita Falls ...	355.4	103.6	98.7	6.93

## Utah

★ Ogden .....	329.0	107.3	102.2	5.33
Salt Lake City ...	304.3	101.4	96.6	19.13

## Vermont

Burlington .....	266.4	100.7	95.9	3.73
Rutland .....	220.8	94.9	90.4	2.12

## HEAR THOSE WHISTLES?

They're bringing you more sales — because they mean more shifts, more jobs, longer hours — **GREATER PURCHASING POWER** for Rhode Island's PLUS Market. Yes, they're the whistles of buzzing, booming Woonsocket mills and factories. Reach the high-spending people of this trading area of over 101,000 — **only** with their one local daily, the —

## WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman  
Affiliated: WWON, WWON-FM  
COVERS RHODE ISLAND'S PLUS MARKET

## Merits Your Attention

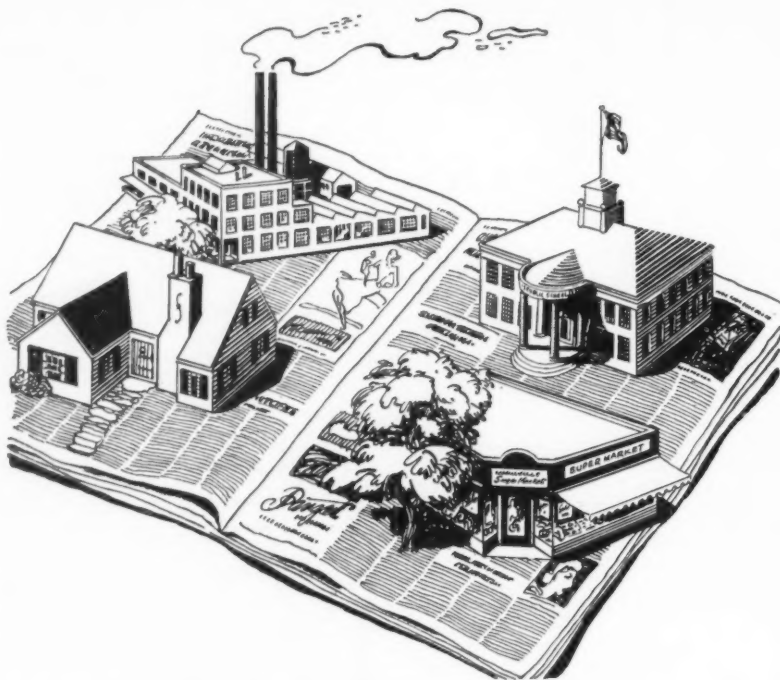


**IMPACT.** Clear and colorful... bright and brief... outdoor advertisements like this are seen and remembered! It's the best method for putting your product before people's eyes... making your sales message stick with them 'til they buy. **GOA impact** merits your im-

mediate attention. General Outdoor Advertising Co., 515 S. Loomis St., Chicago 7, Ill.

★Covers 1400 leading cities and towns





## Localnews Families Need More . . . Buy More

Families take root in Localnews cities, and their living habits expand . . . as grown-ups and youngsters establish friendships and relations with various groups throughout the community.

They tend to entertain more, visit more, take part in more community activities than families in mass-population cities. Their homes, too, have more "elbow room" . . . require more furnishings . . . demand more care, inside and out. . . .

As a result, Localnews families need . . . and buy . . . retail goods on a bountiful scale . . . from food to paint . . . lawn mowers to automobiles. They're good families to cultivate. And mighty easy to sell . . . for their Localnews daily carries the most interesting news in the world—about themselves, friends, neighbors and the relations and activities on which their living habits are based. No other medium makes such a direct approach to their immediate interests . . . day after day.

**"LOCALNEWS DAILIES—basic advertising medium"**

## The Julius Mathews Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • CHICAGO • PHILADELPHIA  
BOSTON • DETROIT • PITTSBURGH • SYRACUSE

## High Spot Cities

RETAIL SALES  
(S.M. Forecast for April, 1951)

City Index 1951	City Index 1951	City Nat'l Index 1951	\$ (Million) April 1951
vs. 1939	vs. 1950	vs. 1950	

### Virginia

Lynchburg	276.4	104.4	99.4	4.89
Newport News	360.5	103.2	98.3	5.66
Norfolk	368.7	98.6	93.9	19.43
Portsmouth	408.0	100.2	95.4	5.59
Richmond	270.4	95.1	90.6	24.28
Roanoke	381.3	104.1	99.1	11.44

### Washington

Seattle	298.8	101.5	96.7	51.67
Spokane	291.2	103.5	98.6	15.84
★ Tacoma	307.4	106.5	101.4	14.05
Yakima	307.4	101.2	96.4	5.81

### West Virginia

Charleston	300.6	98.7	94.0	10.91
Huntington	304.2	100.8	96.0	7.88
Wheeling	286.4	104.0	99.0	7.56

### Wisconsin

★ Appleton	317.3	107.1	102.0	4.22
Green Bay	277.6	100.7	95.9	6.08
Madison	267.0	99.0	94.3	9.80
Milwaukee	286.7	103.5	98.6	68.52
Racine	317.5	100.4	95.6	7.08
Sheboygan	261.6	99.2	94.5	3.95
Superior	245.9	104.3	99.3	3.00

### Wyoming

Casper	432.3	102.5	97.6	4.15
Cheyenne	368.8	101.6	96.8	4.17

SALES MANAGEMENT

RETAIL SALES  
(S.M. Forecast for April, 1951)

City Index	City Index	Nat'l Index	\$ (Million)
1951	1951	1951	April
vs.	vs.	vs.	1951
1941	1950	1950	

## CANADA

241.0 107.0 100.0 686.50

## Alberta

★ Calgary	315.4	108.0	100.9	13.53
★ Edmonton	353.0	114.2	106.7	13.98

## British Columbia

Vancouver	321.6	106.4	99.4	38.66
Victoria	275.7	101.9	95.2	8.38

## Manitoba

Winnipeg	245.8	96.3	90.0	27.78
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## New Brunswick

Saint John	198.0	96.8	90.5	4.06
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## Nova Scotia

Halifax	235.5	102.5	95.8	9.96
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## Ontario

Hamilton	225.8	103.7	96.9	16.26
★ London	231.1	109.1	102.0	7.65
Ottawa	187.5	93.6	87.5	12.64
★ Toronto	238.6	113.7	106.3	78.95
Windsor	223.6	106.7	99.7	9.93

## Quebec

★ Montreal	254.0	109.9	102.7	82.89
Quebec	224.3	104.2	97.4	11.73

## Saskatchewan

Regina	265.9	95.9	89.6	8.35
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## Coming . . .

Are Agencies Worth  
Their 15%?

Another provocative article  
by Lawrence M. Hughes.

See Sales Management,  
April 15

# ADVERTISING LEADERSHIP THAT GROWS STEADILY STRONGER



The Houston Chronicle is  
**TENTH IN THE NATION . . .**  
and as always,  
**FIRST IN HOUSTON**

During 1950, only nine of America's greatest dailies carried more advertising than The Houston Chronicle, whose total lineage was an impressive 35,945,448.

For over 38 consecutive years The Chronicle has lead the other two Houston newspapers. Each year this lead increases substantially\*, indicating clearly a dominant leadership based on proven results and stronger reader preference.

## \* HERE'S THE RECORD FOR THE PAST FIVE YEARS

### CHRONICLE LEADERSHIP OVER POST

### CHRONICLE LEADERSHIP OVER PRESS

1946	3,110,980 lines	10,754,932 lines
1947	7,203,543 lines	16,981,656 lines
1948	9,105,005 lines	21,750,263 lines
1949	10,333,398 lines	23,574,853 lines
1950	11,237,880 lines	25,603,867 lines

# The Houston Chronicle

R. W. McCARTHY  
Advertising Director

M. J. GIBBONS  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 38 CONSECUTIVE YEARS

# Sales Ratings Board Forecasts: Record Civilian Sales, Second Quarter

Despite the rising encroachment of armament production on the civilian economy, a period of record high sales of goods to civilians is anticipated for the second quarter of 1951—above that of any corresponding quarter in the history of the country.

That is the consensus expectation of the Board of Judges of Future Sales Ratings, the 300-man board of authorities in Government and business who decide the relative sales outlooks for the 100-plus industries listed on the next page.

The major part of this sales increase expected for the second quarter of 1951 is attributable to price advances since the similar period of 1950; nevertheless, out of an approximate 10% average increase of sales expected in this quarter, it is believed that about 7% will accrue from the general higher price level and about 3% from higher basic demand for goods.

## Plenty of Civilian Goods

Extraordinarily high supplies of virtually all types of civilian goods, a record-breaking level of personal income, continued fears of shortages (even though many of these are probably unwarranted), a continuing general preference of goods over depreciating dollars, and concerted, necessary, heavy advertising and promotion to move the bloated high totals of inventories at wholesale and retail represent some of the basic reasons for expecting a great sales period in the second quarter of 1951.

While the armament program grinds along ponderously in low gear, civilian production has been making hay. New records are popping up (unexpectedly in some cases) on all sides. Even construction activity—expected by many to be in the throes, by this time, of a fearful nose dive—is, instead, chalking up new records.

Thus, the total value of new construction put in place in February 1951 topped any February showing by reaching almost \$2,000,000,000, or 22% more than the February 1950 total. Nearly all types of structures were being built in larger volume than a year ago, including homes, factories, stores, office buildings, churches, and schools, as well as highways, sewer and water facilities. New

private residential dwelling construction was far ahead of 1950—up 22.1%!

Durable goods, which have been bought heavily for months, are still rolling off the assembly lines in record, or near-record, amounts; production and shipments of automobiles, refrigerators, vacuum cleaners, washing machines, oil burners, stokers, farm machinery, etc., are running sharply ahead of the first quarter of 1950. In line with the trend of roaring consumer-goods output, even the widely heralded slump in television set production did not materialize. With typical American ingenuity, TV set manufacturers have worked out substitutes and have otherwise got around the shortages of critical materials. Now, instead of a 50% slump in production, some manufacturers expect as good or a better year than in 1950, all necessarily contingent on our staying out of a major war.

## The Batting Average

In baseball parlance, the batting average of these sales ratings was .850 in 1949, with 84 hits in 99 times at bat. Preliminary figures indicate a still better average in 1950.

The Board of Judges of Future Sales Ratings generally foresaw a high rate of civilian goods output for the first quarter of 1951; the feeling now is for another tremendous period of civilian goods production in the second quarter of 1951. There is, however, a definite undertone of feeling that *sales will not be as easy*, despite continued cries of war shortages and an expected higher level of about 12% in personal incomes.

Principal reason is that the public is building up an immunity to war-scare buying. Many people have been buying like mad since the Korean outburst last summer, and they are having their eyes opened by failure of shortages to materialize. There is

more confidence in prices stabilizing near these levels. Keen, energetic selling in moving goods and in improving public relations will be a must, and is expected to take place for attainment of the high sales levels anticipated by the Board.

Generally, the tremendous rate of production of civilian goods is not expected to be maintained in the latter part of the year, though, barring a major world war, a great output nevertheless is foreseen. Production of raw materials is enormous and *productive capacity is growing*. Some steel companies' officials are seriously concerned about having *too much capacity*, and feel that demands of a war of the type of the Korean conflict could easily be met along with full demands for civilian output.

As against a gross national product of perhaps \$300,000,000,000 in 1951, the probable trend in armament contracts and commitments in actual dollars may total about \$9,000,000,000 in the first quarter of 1951, \$14,000,000,000 in the second quarter, \$16,000,000,000 in the third and \$13,000,000,000 in the fourth.

## Sales Trends Rated

That leaves a lot of leeway for civilian goods and a residual civilian national product comparable to gross national product of most recent years. Under the forthcoming Controlled Materials Plan of the National Production Authority, every industry will get a cut of the over-all raw materials pie.

Likely developments under the Controlled Materials Plan and the combined prophetic thinking of the Board of Judges of Future Sales Ratings are reflected in the sales forecasts of the leading individual American industries on the following page. The ratings reflect the complex, criss-crossing nature of controls and allocations, with their varying effects on the broad list of American industries.

Analyzed and edited by this competent Board of more than 300 economists, editors, marketing and research men in the U.S. Government and private industry under the direction of Peter B. B. Andrews, former industrial economic adviser, War Production Board, the final results are copyrighted by SALES MANAGEMENT.

# FUTURE SALES RATINGS

as of April 1, 1951

## Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

## Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately a 5% increase in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★ —Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★★	★★★★★	Luggage	G	★★	★
Air Conditioning	F	★★★★	★★	Machine Tools	G	★★★★★	★★★★★
Air Transportation	G	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Aircraft Sales	C	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Auto Sales (New)	A	★★★★	★★	Materials Handling	A	★★★★★	★★★★★
Auto Sales (Used)	E	★	★★★★★	Meats	C	★★★★	★★★★
Auto Tires	E	★★★★	★★	Medical Care	C	★★★	★★★
Baking	D	★★★	★★★	Metal Containers	F	★★★★★	★
Banks (Revenue)	E	★★★	★★★	Metals (Non-Ferrous)	C	★★★★★	★★★★★
Beer	C	★★★★★	★★★★★	Motion Pictures	E	★★	★★
Building (Heavy)	B	★★★★★	★★★★★	Musical Instruments	E	★★★★★	★
Building (Residential)	C	★★★★★	★★	Office Equipment	F	★★	★
Candy & Chewing Gum	E	★★★	★★★	Oil Burners	E	★★★★★	★★
Canned Fruits & Veg.	E	★★★	★★★	Oil (Cooking)	G	★★★	★★★
Cereals	G	★★★	★★★	Oil Equipment	D	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★★	Packaging & Containers	E	★★★★	★★★★
Cigarettes	D	★★★★	★★★	Paint	E	★★★★★	★★★★★
Cigars	G	★★	★★	Paper & Products	C	★★★★	★★★★
Clothing (Men's, Women's & Children's)	A	★★★★★	★★★★	Personal Care	D	★★★	★★★
Coal (Anthracite)	F	★★	★★★★	Photographic Supplies	G	★★★★	★★★
Coal (Bituminous)	D	★★★★★	★★★★★	Physicians & Dentists	D	★★★	★★★
Coin Machine Sales	E	★★★★★	★★★★★	Plastics	F	★★★★★	★★★★★
Commercial Printing	F	★★★★	★★★★★	Plumbing & Heating	D	★★★★★	★★★
Cosmetics	F	★★★★	★★★	Printing & Publishing Equip.	F	★★★★	★
Cotton Textiles	D	★★★★	★★★★★	Radios	F	★★★	★
Dairy Products	D	★★★	★★★	Railroad Equipment	D	★★★★★	★★★★★
Department Stores	A	★★★★★	★★★★★	Railroads	B	★★★★★	★★★★★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	E	★★★★	★
Dinnerware	E	★★★★★	★★★★★	Restaurants & Bars	A	★★★	★★★
Drugs & Medicines	D	★★★★	★★★	Rubber Products	F	★★★★	★★★
Dry Cleaning	F	★★★★	★★★★	Security Financing	D	★★★★★	★★★★★
Education	F	★	★	Shipbuilding	F	★★★★★	★★★★★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Shoes	D	★★★	★★★★
Electrical Equipment (Light)	G	★★★★★	★★	Silk Textiles	G	★	★
Exports	A	★	★	Soap	E	★★★	★★★
Farming	A	★★★★★	★★★★★	Soft Drinks	F	★★★	★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	A	★★★★	★★
Food Processing	A	★★★★	★★★	Steel & Iron	E	★★★★	★★★
Furs	G	★★★★	★★	Sugar	A	★★★★★	★★★★★
Gasoline & Oil	C	★★★★	★★★	Surgical Equipment	G	★★★★★	★★★★★
Glass & Materials	E	★★★★★	★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Government Procurement	A	★★★★★	★★★★★	Television	G	★★★★★	★★
Groceries	D	★★★	★★★	Toothpaste & Mouthwashes	G	★★★	★★★
Hardware	A	★★★★★	★★★	Toys & Games	G	★★★★	★★★
Hotels	D	★★★	★★★	Trailers (Auto)	A	★★	★
House Furnishings, (Floor Coverings, Furniture, etc.)	C	★★★★★	★★★★★	Travel & Vacations	E	★★★★	★
Household Products (Misc.)	C	★★★★★	★★★★★	Travel (Sea)	D	★	★
Imports	C	★★★★★	★★★★★	Trucks	E	★★	★
Installment Financing	C	★★	★	Utilities (Electric)	C	★★★★★	★★★
Insurance	E	★★★★★	★★★★★	Utilities (Gas)	E	★★★★★	★★★
Jewelry & Watches	F	★★★★	★★★	Utilities (Telegraph)	G	★★★★	★★★★
Laundries	F	★★★★	★★★	Utilities (Telephone)	D	★★★★★	★★★★★
Liquor (Alcoholic)	C	★★★★★	★★★	Vacuum Cleaners	G	★★★★	★
				Washers (Household)	F	★★★★★	★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

# TACOMA TACOMA



think  
**Twice**  
about  
TACOMA

**1**—On Puget Sound, Seattle coverage alone is not enough. You must sell Tacoma, too—or miss a quarter of this vital market.

**2**—The News Tribune alone sells Tacoma-Pierce County. Outside dailies deliver less than 13% coverage here—all duplicated by the Tribune's 83% dominance!

Ask Sawyer-Ferguson-Walker Co.

The  
**TACOMA**  
News Tribune

Over 80,000 Circulation, A.B.C.

and **KTNT**  
Transit Radio



## Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces and Other Literature Useful to Sales Executives

**Ebony Magazine Reports:** Two reports: "Market Characteristics of Ebony Magazine Readers," prepared by Daniel Starch and Staff, is a six-month report giving complete figures on market characteristics—reporting on 1,854 interviews: ages of readers; marital status; composition of family; education; income; home, automobile and television ownership; brand preferences for food, clothing, household appliances, etc. The second report, "10 City Survey of Newsstand Magazine Sales in Negro Communities," prepared by Johnson Publishing Co., is a tabulation of circulation in the 10 major Negro markets. Its purpose is to compare results with the same survey which was completed January, 1949, and to provide an accurate measurement of the sale of all popular magazines on newsstands in predominately Negro communities. Standings are reported by average sales per issue and percentage of total sales in each city. Write to Isaac N. Payne, Johnson Publishing Co., 1820 South Michigan Ave., Chicago, Ill.

### Yardstick for 14 Millionaires:

A map of the United States, prepared by Los Angeles *Daily News*, which shows overlap in some of the largest markets and little or no overlap in a limited few. The markets: San Francisco, Los Angeles, Minneapolis, Chicago, St. Louis, Detroit, Cleveland, Pittsburgh, Buffalo, Boston, New York, Philadelphia, Baltimore, Washington. Indicated are: 40- and 80- mile radii; counties in each area; population; retail outlets, sales and annual sales per outlet; food outlets, sales and annual sales per outlet; radio, number of AM, FM and TV; newspaper circulation over 50,000; cities over 100,000; population overlap and % of overlap; amount of retail sales over-

lap and % of overlap. Write to Charles E. Arnn, Vice-President and Advertising Director, *Daily News*, Los Angeles, Calif.

**How to Sell with Decals:** A booklet put out by The Meyercord Co., which tells manufacturers and processors everything there is to know about the art of selling with decalomania. It shows in full color decals for juvenal products, housefurnishings, housewares, novelty appeals. Included is information on application, types of designs, group designs, assorted designs, sizes, prices, delivery, etc. There is also a description of "Fabri-cals," iron-on designs for light colored fabric merchandise, and where and how to use them. Write to Ralph Royer, Advertising Manager, The Meyercord Co., 5323 W. Lake St., Chicago 44, Ill.

**"Marketing in a Defense Economy"** by Arno H. Johnson, vice-president and director of media and research, J. Walter Thompson Company. It's an analysis of the marketing potentials for 1951 which indicates that "in spite of certain material shortages, the over-all economy can be expanded . . ." The report considers such questions as: Must defense curtail our civilian economy? What about shortages of durable goods? Our productive capacity—can it measure up? Will the people have the money to buy? Will they want to buy? As the author states, the report "is not a prediction of what will take place in the near future; it is an analysis of the relevant facts, their implications, and opportunities they indicate." Supporting figures are shown in charts and tables. Write to Arno H. Johnson, Vice-President and Director of Media and Research, J. Walter Thompson Company, 420 Lexington Ave., New York, N. Y.

SALES MANAGEMENT

# INDEX TO ADVERTISERS

Ad-Color Photo Corp. ....	78
Agency: Neale Advertising Assoc. ....	108
Altoona Mirror .....3rd Cover	
Agency: Ruthrauff & Ryan, Inc. ....	47
American Telephone & Telegraph Co....	79
Agency: N. W. Ayer & Son, Inc. ....	90
Architectural Record ..... 60	
Artkraft Sign Co. ....	60
Agency: Wendt Adv. Agency	
Augusta (Ga.) Media ..... 115	
Agency: Harrison Advertising Agency	
Bayonne Times ..... 107	
Agency: Harvey B. Nelson Advertising	
Berkshire Eagle .....12-13	
Better Homes & Gardens ..... 91	
Agency: Kudner Agency, Inc.	
Boat & Shoe Recorder ..... 20	
Agency: R. D. Northrop Co.	
Buffalo Courier-Express ..... 61	
Agency: Baldwin, Bowers & Strachan, Inc.	
Buffalo Evening News .....53-63-86	
Agency: The Moss-Chase Company	
Building Supply News ..... 80	
Agency: Arthur R. MacDonald, Inc.	
Canton Repository .....24-25	
Agency: H. M. Klingensmith Co.	
Capper Harman Slocum, Inc. .... 32	
Agency: The Buchen Co.	
Chicago Daily News ..... 26	
Agency: Patton, Hagerty and Sullivan, Inc.	
Chicago Sun-Times .....4th Cover	
Agency: John W. Shaw Advertising, Inc.	
Chicago Tribune ..... 6-7	
Agency: N. W. Ayer & Son, Inc.	
Cincinnati Times-Star ..... 95	
Agency: The Chester C. Moreland Co.	
Country Gentleman ..... 53	
Agency: Lamb and Keen	
Davenport Times-Democrat ..... 33	
Agency: The L. W. Ramsey Advertising Agency	
Delta Airlines ..... 29	
Agency: Burke Dowling Adams, Inc.	
Des Moines Register & Tribune ..... 23	
Agency: The Buchen Company	
Detroit News ..... 69	
Agency: W. B. Doner & Company	
Detroit Times .....98-99	
Agency: Wolfe-Jickling-Conkey, Inc.	
F. W. Dodge Corp. ....	
Agency: Albert Frank-Guenther Law, Inc.	
Econometric Institute ..... 56	
Farm & Ranch Publishing Co. .... 73	
Agency: Rogers & Smith Advertising	
First Three Markets Group ..... 77	
Agency: Anderson & Cairns, Inc.	
Florists' Telegraph Delivery Assoc. .... 63	
Agency: Grant Advertising, Inc.	
General Outdoor Advertising ..... 109	
Agency: McCann-Erickson, Inc.	
Government Business Service ..... 115	
Agency: Henry J. Kaufman & Assoc.	
James Gray, Inc. .... 2	
Agency: Hickey Murphy St. George, Inc.	
Greensboro News & Record ..... 92	
Agency: Henry J. Kaufman & Associates	
Greyhound Lines, Inc. ....2nd Cover	
Agency: Beaumont & Hohman, Inc.	
Heinn Co. .... 56	
Agency: Paulson-Gerlach & Assoc. Inc.	
Holyoke Transcript Telegram ..... 106	
Home Owners' Catalog .....98-99	
Agency: Albert Frank-Guenther Law, Inc.	
Schuyler Hopper Co. .... 51	
Houston Chronicle ..... 111	
Agency: Ritchie Advertising Agency	

Industrial Equipment News ..... 3	
Agency: Robert H. Ramage	
International Business Machines Corp... 89	
Agency: Cecil & Presbrey, Inc.	
Long Beach Press Telegram ..... 30	
Agency: Max W. Becker Advertising Agency	
Louisville Courier-Journal ..... 105	
Agency: Zimmer-McClaskey Advertising	
Lynn Item ..... 106	
Agency: Dowd, Redfield & Johnstone, Inc.	
Julius Mathews Special Agency ..... 110	
McCall's ..... 1	
Agency: Walter Weir, Inc.	
McGraw Hill International ..... 84	
Agency: Fuller & Smith & Ross	
Metropolitan Sunday Newspapers .....16-17	
Agency: William Esty Co. Inc.	
Miami Herald ..... 57	
Agency: August Dorr Advertising	
Middletown Press ..... 105	
Moline Dispatch & Rock Island Argus .. 86	
Agency: Mace Advertising Agency, Inc.	
Newark Evening News ..... 10	
The New York News ..... 5	
Agency: L. E. McGivena & Co. Inc.	
New York Times ..... 62	
Agency: Schwab & Beatty, Inc.	
Norristown Times-Herald ..... 108	
Pacific Northwest Farm Trio .....18-19	
Agency: Adolph L. Bloch Adv. Agency	
Parade Publications, Inc. .... 22	
Agency: Robert W. Orr & Assoc. Inc.	
Passaic Herald News ..... 107	
Peoria Journal Star ..... 87	
Agency: Arbingast, Becht & Associates	
Philadelphia Badge Co. .... 27	
Agency: The Aitken-Kynett Co.	
Philadelphia Evening Bulletin ..... 34	
Agency: N. W. Ayer & Son, Inc.	
Portland Oregonian ..... 11	
Agency: MacWilkins, Cole & Weber	
Post Exchange ..... 93	
Agency: Lawrence Esmond Advertising Corp.	
Practical Builder ..... 31	
Agency: Hal Stebbins, Inc.	
Progressive Farmer ..... 14	
Agency: Albert Sidney Noble, Adv.	
RCA Victor Corp. .... 55	
Agency: J. Walter Thompson Co.	
Remington Rand, Inc. .... 71	
Agency: Leeford Advertising Agency, Inc.	
Roanoke Times & World News ..... 85	
Agency: Arthur M. Gasman	
Sales Management ..... 103	
Salem Evening News ..... 107	
Sales Tools ..... 93	
Agency: Geo. F. Koehnke, Inc.	
Salisbury Post ..... 108	
Agency: The J. Carson Brantley Advertising Agency	
Sioux City Journal & Tribune ..... 90	
State Journal Advertising Bureau ..... 81	
Agency: Critchfield & Co.	
State Teachers Magazine ..... 28	
Agency: M. Glen Miller, Advertising	
Successful Farming ..... 59	
Agency: L. E. McGivena & Co.	
Tacoma News Tribune ..... 114	
Agency: The Condon Company, Inc.	
J. Walter Thompson ..... 9	
Today's Woman ..... 65	
Agency: Sterling Advertising Agency, Inc.	
VanSant, Dugdale & Company ..... 28	

WFAA-TV (Dallas) ..... 21	
Agency: Ratcliffe Adv. Agency.	
WMC (Memphis) ..... 54	
Agency: Simon & Gwynn	
Wall Street Journal ..... 78	
Agency: Bozell & Jacobs, Inc.	
Winston-Salem Journal & Sentinel ..... 108	
Agency: Bennett Advertising, Inc.	
Woman's Home Companion ..... 101	
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## GROCERY INVENTORY in BAYONNE



In order to further establish Bayonne, N. J. as Metropolitan New York's No. 1 test market, THE BAYONNE TIMES is conducting a series of ten-week continuing analytical studies of the movement of grocery store products in a cross section amounting to 10 per cent of all Bayonne retail outlets.

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# COMMENT

## WANTED: MORE EXECUTIVE TIMBER

"The task of the executive is growing more difficult with each passing year—and ironically enough, there may very well be an absolute decline in the numbers of people possessing real executive talent."

So said James C. Worthy of Sears, Roebuck at the recent personnel conference of the American Management Association. The subject of his talk was "Filling the Pipelines with Executive Talent," and he was taking a critical look at a problem that is becoming more and more widespread throughout business. The same subject was explored by Charles T. Lipscomb, Jr., president of the Pepsodent Division of Lever Brothers, at a March distribution conference in San Francisco.

Most of the management men who have not only given some thought to the problem, but are attempting to do something constructive about it within their own companies, seem to agree on a number of points: The seriousness of a situation where at least some companies are growing faster than key management positions can be filled with able men. The need for attacking the problem through long-range continuing training projects rather than through stopgap methods. The need for long-range forecasting of executive manpower needs and the deliberate building of a "pool" of talent. They agree, too, that all this requires some substantial investment.

Mr. Lipscomb called the training of future executives his "No. 1 job." He stresses the need for working at it, even under today's emergency manpower conditions. He has these recommendations to make:

1. Put the best and biggest executive you can spare on the job of interviewing and hiring. No man in the company is too important or too busy for this job.
2. Don't set your starting salary for management trainees too low to get the best men. Fifteen or 20 years ago good men were glad to get jobs at \$75 to \$125 a month. But now the most promising young men at most colleges and universities can get jobs at \$225 to \$275 a month, and leading men with graduate degrees can get \$250 to \$350 a month.
3. Don't give important jobs just to men who apply to you or to your agencies. Get out and make a real effort to dig up the ideal man for the job.
4. Don't trust your own judgment as to a man's intelligence or aptitudes. Never hire a man without giving him a battery of intelligence and aptitude tests. You can't hire a man just on the basis of these tests, but you often avoid hiring a man who looks impressive to you and whom you would have made the mistake of hiring if you had not used tests.
5. Keep your management trainees busy. Set up a full-time training schedule. The harder you work him, the happier this type of man will be, and the less chance that you will lose him.

Mr. Lipscomb concluded by asking a question to which

there can be but one answer: "Isn't it true that the future of this country will depend largely upon the character and ability of the men who will be the top management in American industry?"

## NO CREAM FOR THE THRIFTY

It hardly pays, any more, to save even a gum drop for a rainy day.

The Institute of Life Insurance comes up with some figures which are strong evidence that—in the Institute's words—"the saver is the forgotten man of our times." Rewards for thrift have shrunk almost 50% since 1929, and they're within two percentage points of their all-time low.

True, aggregate dollar return on invested savings has doubled in the last ten years, having risen from \$13 billion in 1940 to \$26 billion in 1950. But this is one of those cases in which aggregate dollar figures conceal an unhappy trend. The facts come out only when we examine the ratio of returns on invested savings over a period of years, to total personal income in those years. In 1929 the ratio was 22%. In 1945 it had fallen to 10%. The estimate for 1950 is 12%. Return on investments ("except," as the Institute points out, "in the more speculative areas involving ownership of equities") is now so low and is so aggravated by stiff taxes, that there is truly little incentive to lay a dollar aside.

These facts have a peculiar significance now. Our biggest single national problems, aside from defense, is inflation. With only meager rewards for savings in sight, more and more people rush to turn money into goods and thus add to the upward push on prices. And, taking the long-range view, if more people aren't encouraged to accumulate for investment, the huge volume of money needed for the financing of new productive capacity and the replacement of worn-out capital goods, will be lacking.

From the standpoint of the individual citizen who still has the guts to prefer to stand on his own two feet, the picture is discouraging indeed. Millions of wage-earner Joes who can afford no risk and who have put their money into gilt-edge bonds, are actually *penalized* for thrift. With the value of the few dollars he does get back shrunk by inflation, where does Joe come out? With almost no opportunity to achieve sufficient savings to insure even a subsistence income after his working years are over, is it any wonder he becomes a hot prospect for the politicians who peddle ham-and-eggs and any of forty other versions of cradle-to-grave support by Government handout?

It's a distasteful thought that we've come to the point where anything as totally desirable as prudent thrift seems to need a pressure group to plead its case. Let's not forget it: The will and the energy and the resourcefulness needed to build the world's highest standard of living would have gone for naught if dollar-savings hadn't been there to buy the tools.